

# Financial Forecast FY25-FY28



## **Financial Forecast Overview (Initial Estimates)**

This financial forecast includes projecting Town revenues and expenditures over the fiscal years 2025 through 2028.

In doing so, the Town makes certain assumptions on which this forecast is based. As FY24 progresses, and FY25 grows closer, these assumptions may need to be modified and updated, as spending for the next fiscal year becomes clearer. The initial assumptions and estimates were as follows:

### **General**

- Salaries: 2% Increase Annually
- General Expenses: 1% Increase Annually
- Contract Services: 2.5% Increase Annually
- Utilities and Energy: 2% Increase Annually

### **Exceptions**

- Police Cruiser Replacement: actual anticipated costs
- Firefighter Supplies: 2.5% Increase Annually
- Firefighter PPE: Increase from \$2,500 in FY24 to \$10,000 next year
- GDRSD: 6% Increase Annually
- Lowell Vocational and Technical High School: 2.5% Annually
- Debt Service: Actual Debt Schedule
- Nashoba Board of Health Assessment: 7.5% Increase Annually
- Town Nurse Assessment: 5% Increase Annually
- Mental Health Payment: Level Funded
- Assumes \$119,334 in Town Meeting Warrant Articles Expenses Annually

### **Funding Assumptions**

- Assumes a \$50,0000 annual reduction in use of Free Cash to balance the budget
- Assumes no general fund override
- Assumes \$110,000 in new growth
- Assume \$750,000 in local receipts
- Assume state aid increases by 4% year over year

Based on these assumptions, in FY25 there is a projected deficit of close to \$400,000 which steadily increases to \$1.22 million in FY28.

| 8/29/23                               | Actual<br>FY23Recap | Budget<br>FY24 | Estimated<br>FY25 | Estimated<br>FY26 | Estimated<br>FY27 | Estimated<br>FY28 |
|---------------------------------------|---------------------|----------------|-------------------|-------------------|-------------------|-------------------|
| <b>REVENUE</b>                        |                     |                |                   |                   |                   |                   |
| Prior Year Levy Limit                 | 10,300,200          | 10,685,152     | 11,062,281        | 11,448,838        | 11,845,059        | 12,251,185        |
| 2 1/2 % Allowed Increase              | 258,152             | 267,129        | 276,557           | 286,221           | 296,126           | 306,280           |
| New & Amended Growth                  | 126,800             | 110,000        | 110,000           | 110,000           | 110,000           | 110,000           |
| Prop 2 1/2 Override                   |                     |                |                   |                   |                   |                   |
| FY22 Override - Police Department     |                     | 0              | 0                 | 0                 | 0                 | 0                 |
| <b>Levy Limit</b>                     | 10,685,152          | 11,062,281     | 11,448,838        | 11,845,059        | 12,251,185        | 12,667,465        |
| Excluded Debt                         | 475,253             | 326,394        | 326,403           | 270,331           | 270,340           | 270,350           |
| Capital Expenditure Exclusion         | 188,974             |                |                   |                   |                   |                   |
| <b>Maximum Allowable Levy</b>         | 11,349,379          | 11,388,674     | 11,775,240        | 12,115,390        | 12,521,525        | 12,937,815        |
|                                       |                     |                |                   |                   |                   |                   |
| Cherry Sheet Receipts (State Aid)     | 355,129             | 379,303        | 394,475           | 410,254           | 426,664           | 443,731           |
| Local Receipts                        | 748,267             | 749,632        | 750,000           | 750,000           | 750,000           | 750,000           |
| Transfer Stabilization                |                     |                |                   |                   |                   |                   |
| Free Cash for Operating Expenses      | 479,343             | 574,343        | 524,343           | 474,343           | 424,343           | 374,343           |
| Free Cash for Town Articles           | 29,724              |                |                   |                   |                   |                   |
| Free Cash for GDRSD Capital           |                     |                |                   |                   |                   |                   |
| Community Preservation                | 433,000             | 460,000        | 460,000           | 460,000           | 460,000           | 460,000           |
| Other Revenue                         | 12,397              |                |                   |                   |                   |                   |
| Water Enterprise                      | 190,199             | 222,410        | 233,531           | 245,207           | 257,467           | 270,341           |
| Overlay Surplus (Abatements)          |                     |                |                   |                   |                   |                   |
| <b>Est. Receipts &amp; Other Rev.</b> | 2,248,059           | 2,385,688      | 2,362,349         | 2,339,804         | 2,318,475         | 2,298,415         |

|  |                         |                    |                    |                    |                    |                    |
|--|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Total Available Revenue</b>         | 13,597,438              | 13,774,362         | 14,137,589         | 14,455,194         | 14,840,000         | 15,236,229         |
| <b>Excess Levy Capacity</b>            | 74,014                  |                    |                    |                    |                    |                    |
| <b>Trash Revolving Account</b>         | 120,000                 | 144,000            | 144,000            | 144,000            | 144,000            | 144,000            |
| <b>Total Amount to be Appropriated</b> | <b>13,643,424</b>       | <b>13,918,362</b>  | <b>14,281,589</b>  | <b>14,599,194</b>  | <b>14,984,000</b>  | <b>15,380,229</b>  |
| <b>Ties to the Recap</b>               |                         |                    |                    |                    |                    |                    |
| Total new money for operating          | <b>386,558</b>          | <b>402,668</b>     | <b>402,097</b>     |                    |                    |                    |
| Starting Free Cash Balance             |                         | <b>640,481</b>     |                    |                    |                    |                    |
| Available Free Cash Balance            |                         | <b>66,138</b>      |                    |                    |                    |                    |
|  |                         |                    |                    |                    |                    |                    |
|  | <b>Actual</b>           | <b>Budget</b>      | <b>Estimated</b>   | <b>Estimated</b>   | <b>Estimated</b>   | <b>Estimated</b>   |
|  | <b><u>FY23Recap</u></b> | <b><u>FY24</u></b> | <b><u>FY25</u></b> | <b><u>FY26</u></b> | <b><u>FY27</u></b> | <b><u>FY28</u></b> |
| <b>EXPENSES</b>                        |                         |                    |                    |                    |                    |                    |
| General Government                     | 652,088                 | 660,102            | 675,046            | 691,196            | 704,393            | 717,863            |
| Public Safety                          | 1,783,046               | 1,665,647          | 1,791,295          | 1,911,705          | 1,952,786          | 1,994,016          |
| Schools                                | 7,878,821               | 8,292,773          | 8,762,330          | 9,259,885          | 9,787,115          | 10,345,794         |
| Public Works                           | 903,406                 | 911,976            | 921,816            | 931,764            | 941,947            | 952,244            |
| Human Services                         | 80,058                  | 78,382             | 80,380             | 82,470             | 84,656             | 86,945             |
| Library & Recreation                   | 296,850                 | 307,171            | 311,649            | 316,199            | 320,824            | 325,525            |
| Town Debt Service                      | 269,563                 | 187,693            | 187,702            | 112,074            | 112,083            | 112,093            |
| Insurance & Assesments                 | <u>941,434</u>          | <u>955,886</u>     | <u>961,619</u>     | <u>988,379</u>     | <u>1,016,224</u>   | <u>1,045,214</u>   |
| <b>Total Town Budget</b>               | 12,805,266              | 13,059,629         | 13,691,837         | 14,293,673         | 14,920,027         | 15,579,694         |
|  |                         |                    |                    |                    |                    |                    |
| Total Town Operating                   | 4,656,882               | 4,579,163          | 4,741,805          | 4,921,713          | 5,020,829          | 5,121,806          |
| Total School Operating                 | 7,878,821               | 8,292,773          | 8,762,330          | 9,259,885          | 9,787,115          | 10,345,794         |

|                                 |                   |                   |                   |                   |                   |                    |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Total Debt (Town)               | 269,563           | 187,693           | 187,702           | 112,074           | 112,083           | 112,093            |
| Overlay - Abatements/Exemptions | 29,368            | 30,000            | 30,000            | 30,000            | 30,000            | 30,000             |
| Cherry Sheet Charges            | 3,848             | 2,323             | 2,369             | 2,417             | 2,465             | 2,514              |
| Water Enterprise                | 190,199           | 222,410           | 233,531           | 245,207           | 257,467           | 270,341            |
| Curbside Trash Pickup Expenses  | 120,000           | 144,000           | 144,000           | 144,000           | 144,000           | 144,000            |
| Town Warrant Articles Only      | 29,724            |                   | 119,344           | 119,344           | 119,344           | 119,344            |
| Other                           | 32,019            |                   |                   |                   |                   |                    |
| Community Preservation          | 433,000           | 460,000           | 460,000           | 460,000           | 460,000           | 460,000            |
| <b>Total Expenses</b>           | <b>13,643,424</b> | <b>13,918,362</b> | <b>14,681,080</b> | <b>15,294,640</b> | <b>15,933,304</b> | <b>16,605,893</b>  |
|                                 |                   |                   |                   |                   |                   |                    |
| <b>Surplus/(Deficit)</b>        | <b>0</b>          | <b>0</b>          | <b>(399,491)</b>  | <b>(695,446)</b>  | <b>(949,304)</b>  | <b>(1,225,663)</b> |

### FY25 Budget Process

In August 2023, Town officials started FY25 budget meetings – the Town Administrator created a School-Town Budget Working Group, departmental budget worksheet have been distributed, the Town Administrator is participating in the Groton Town Manager’s TriComm meetings (similar to the School-Town Budget Working Group in Dunstable), and the Town has drafted a Capital Improvement Plan and this financial forecasting document.

Over the course of this time, it has become clear that the Groton Dunstable Regional School District will need a much larger increase than was originally contemplated in the initial forecast for FY25. Rather than a 6% increase, the schools have presented a 14.5% budgetary increase based on a variety of factors; the major factors are listed below:

- Elimination of the full-day kindergarten fee
- Removal of the use of Excess and Deficiency funds to balance the budget
- Anticipated increases in employee related costs – salary and benefits
- Inflationary increases in utilities costs

On the Town side, because there are 52.2 payroll weeks in FY25, salary increases have been adjusted budgetarily for this reason and other modest miscellaneous adjustments have been made.

In sum, the Town's general fund revenues (tax levy, cherry sheet receipts, local receipts, and free cash) are estimated to increase by 2.76%, from \$12,765,559 in FY24 to \$13,117,656 in FY25. Estimated total new revenue for FY25 is \$402,097. However, because the amount of free cash being used to balance the budget has been reduced by \$50,000, the total *available* new revenue for FY25 amounts to \$352,097.

The Town's operating expenses are estimated to increase by 3.78% from \$4,579,163 in FY24 to \$4,752,049 in FY25. The major factors contributing to this increase include salary increases, benefits/insurance estimated increases, and a new cruiser in the Police Department added back to their budget after being removed from the budget in FY24 due to the availability of ARPA funding. In addition, \$119,344 has been included in the forecast for capital expenditures, which was removed entirely from the FY24 budget, once again, due to the availability of ARPA funds.

Considering these adjustments, the FY25 deficit has ballooned from \$399,491 to \$1,067,093.

| <b>11/7/23</b>                    | <b>Actual<br/>FY23Recap</b> | <b>Budget<br/>FY24</b> | <b>Estimated<br/>FY25</b> | <b>Estimated<br/>FY26</b> | <b>Estimated<br/>FY27</b> | <b>Estimated<br/>FY28</b> | <b>% Change<br/>FY24-FY25</b> |
|-----------------------------------|-----------------------------|------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------|
| <b>REVENUE</b>                    |                             |                        |                           |                           |                           |                           |                               |
| Prior Year Levy Limit             | 10,300,200                  | 10,685,152             | 11,062,281                | 11,448,838                | 11,845,059                | 12,251,185                | 3.53%                         |
| 2 1/2 % Allowed Increase          | 258,152                     | 267,129                | 276,557                   | 286,221                   | 296,126                   | 306,280                   | 3.53%                         |
| New & Amended Growth              | 126,800                     | 110,000                | 110,000                   | 110,000                   | 110,000                   | 110,000                   | 0.00%                         |
| Prop 2 1/2 Override               |                             |                        |                           |                           |                           |                           |                               |
| FY22 Override - Police Department |                             | 0                      | 0                         | 0                         | 0                         | 0                         |                               |
| <b>Levy Limit</b>                 | 10,685,152                  | 11,062,281             | 11,448,838                | 11,845,059                | 12,251,185                | 12,667,465                | 3.49%                         |
| Excluded Debt                     | 475,253                     | 326,394                | 319,522                   | 270,331                   | 270,340                   | 270,350                   | 0.00%                         |
| Capital Expenditure Exclusion     | 188,974                     |                        |                           |                           |                           |                           |                               |
| <b>Maximum Allowable Levy</b>     | 11,349,379                  | 11,388,674             | 11,768,360                | 12,115,390                | 12,521,525                | 12,937,815                | 3.39%                         |
|                                   |                             |                        |                           |                           |                           |                           |                               |

|  |                             |                        |                           |                           |                           |                           |                               |
|--|-----------------------------|------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------|
| Cherry Sheet Receipts (State Aid)      | 355,129                     | 379,303                | 394,475                   | 410,254                   | 426,664                   | 443,731                   | 4.00%                         |
| Local Receipts                         | 748,267                     | 749,632                | 750,000                   | 750,000                   | 750,000                   | 750,000                   | 0.05%                         |
| Transfer Stabilization                 |                             |                        |                           |                           |                           |                           |                               |
| Free Cash for Operating Expenses       | 479,343                     | 574,343                | 524,343                   | 474,343                   | 424,343                   | 374,343                   | -8.71%                        |
| Free Cash for Town Articles            | 29,724                      |                        |                           |                           |                           |                           |                               |
| Free Cash for GDRSD Capital            |                             |                        |                           |                           |                           |                           |                               |
| Community Preservation                 | 433,000                     | 460,000                | 460,000                   | 460,000                   | 460,000                   | 460,000                   | 0.00%                         |
| Other Revenue                          | 12,397                      |                        |                           |                           |                           |                           |                               |
| Water Enterprise                       | 190,199                     | 222,410                | 233,531                   | 245,207                   | 257,467                   | 270,341                   | 5.00%                         |
| Overlay Surplus (Abatements)           |                             |                        |                           |                           |                           |                           |                               |
| <b>Est. Receipts &amp; Other Rev.</b>  | 2,248,059                   | 2,385,688              | 2,362,349                 | 2,339,804                 | 2,318,475                 | 2,298,415                 | -0.98%                        |
| <b>Total Available Revenue</b>         | 13,597,438                  | 13,774,362             | 14,130,708                | 14,455,194                | 14,840,000                | 15,236,229                | 2.64%                         |
| <b>Excess Levy Capacity</b>            | 74,014                      |                        |                           |                           |                           |                           |                               |
| <b>Trash Revolving Account</b>         | 120,000                     | 144,000                | 144,000                   | 144,000                   | 144,000                   | 144,000                   | 0.00%                         |
| <b>Total Amount to be Appropriated</b> | <b>13,643,424</b>           | <b>13,918,362</b>      | <b>14,274,708</b>         | <b>14,599,194</b>         | <b>14,984,000</b>         | <b>15,380,229</b>         | <b>2.61%</b>                  |
| <b>Ties to the Recap</b>               |                             |                        |                           |                           |                           |                           |                               |
| Total new money for operating          | 386,558                     | 402,668                | 402,097                   |                           |                           |                           | -0.14%                        |
| Starting Free Cash Balance             |                             | 640,481                |                           |                           |                           |                           | -100.00%                      |
| Available Free Cash Balance            |                             | 66,138                 |                           |                           |                           |                           | -100.00%                      |
|  |                             |                        |                           |                           |                           |                           |                               |
| <b>EXPENSES</b>                        | <b>Actual<br/>FY23Recap</b> | <b>Budget<br/>FY24</b> | <b>Estimated<br/>FY25</b> | <b>Estimated<br/>FY26</b> | <b>Estimated<br/>FY27</b> | <b>Estimated<br/>FY28</b> | <b>% Change<br/>FY24-FY25</b> |
|  |                             |                        |                           |                           |                           |                           |                               |
| General Government                     | 652,088                     | 660,102                | 685,690                   | 703,210                   | 717,488                   | 732,434                   | 3.88%                         |



|                                 |                   |                   |                    |                    |                    |                    |               |
|---------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|---------------|
| Public Safety                   | 1,783,046         | 1,665,647         | 1,777,066          | 1,819,041          | 1,862,003          | 1,904,928          | 6.69%         |
| Schools                         | 7,878,821         | 8,292,773         | 9,419,687          | 9,956,684          | 10,525,721         | 11,128,717         | 13.59%        |
| Public Works                    | 903,406           | 911,976           | 923,504            | 935,217            | 947,242            | 959,464            | 1.26%         |
| Human Services                  | 80,058            | 78,382            | 80,528             | 82,772             | 85,120             | 87,577             | 2.74%         |
| Library & Recreation            | 296,850           | 307,171           | 312,263            | 317,456            | 322,752            | 328,153            | 1.66%         |
| Town Debt Service               | 269,563           | 187,693           | 179,627            | 112,074            | 112,083            | 112,093            | 0.00%         |
| Insurance & Assessments         | <u>941,434</u>    | <u>955,886</u>    | <u>972,998</u>     | <u>999,986</u>     | <u>1,028,063</u>   | <u>1,057,290</u>   | 1.79%         |
| <b>Total Town Budget</b>        | 12,805,266        | 13,059,629        | 14,351,362         | 14,926,441         | 15,600,473         | 16,310,657         | 9.95%         |
| Total Town Operating            | 4,656,882         | 4,579,163         | 4,752,049          | 4,857,683          | 4,962,668          | 5,069,847          | 3.78%         |
| Total School Operating          | 7,878,821         | 8,292,773         | 9,419,687          | 9,956,684          | 10,525,721         | 11,128,717         | 13.59%        |
| Total Debt (Town)               | 269,563           | 187,693           | 179,627            | 112,074            | 112,083            | 112,093            | 0.00%         |
| Overlay - Abatements/Exemptions | 29,368            | 30,000            | 30,000             | 30,000             | 30,000             | 30,000             | 0.00%         |
| Cherry Sheet Charges            | 3,848             | 2,323             | 2,369              | 2,417              | 2,465              | 2,514              | 2.00%         |
| Water Enterprise                | 190,199           | 222,410           | 233,531            | 245,207            | 257,467            | 270,341            | 5.00%         |
| Curbside Trash Pickup Expenses  | 120,000           | 144,000           | 144,000            | 144,000            | 144,000            | 144,000            | 0.00%         |
| Town Warrant Articles Only      | 29,724            |                   | 119,344            | 119,344            | 119,344            | 119,344            |               |
| Other                           | 32,019            |                   |                    |                    |                    |                    |               |
| Community Preservation          | 433,000           | 460,000           | 460,000            | 460,000            | 460,000            | 460,000            | 0.00%         |
| <b>Total Expenses</b>           | <b>13,643,424</b> | <b>13,918,362</b> | <b>15,340,606</b>  | <b>15,927,408</b>  | <b>16,613,749</b>  | <b>17,336,856</b>  | <b>10.28%</b> |
| <b>Surplus/(Deficit)</b>        | <b>0</b>          | <b>0</b>          | <b>(1,065,898)</b> | <b>(1,328,215)</b> | <b>(1,629,749)</b> | <b>(1,956,626)</b> |               |



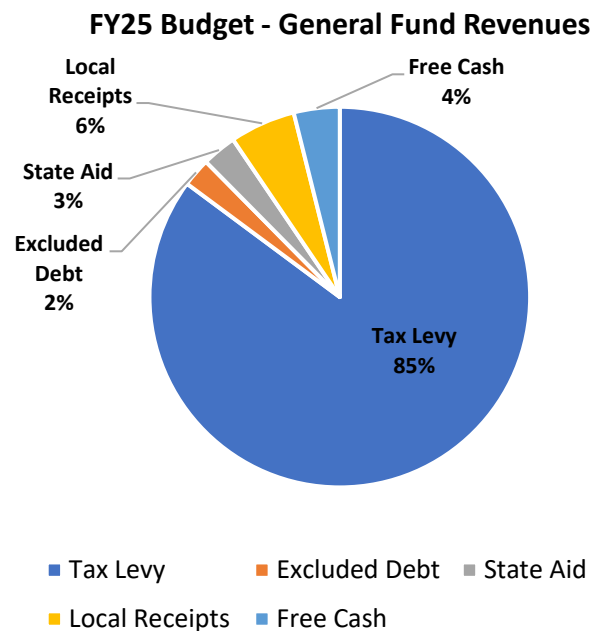
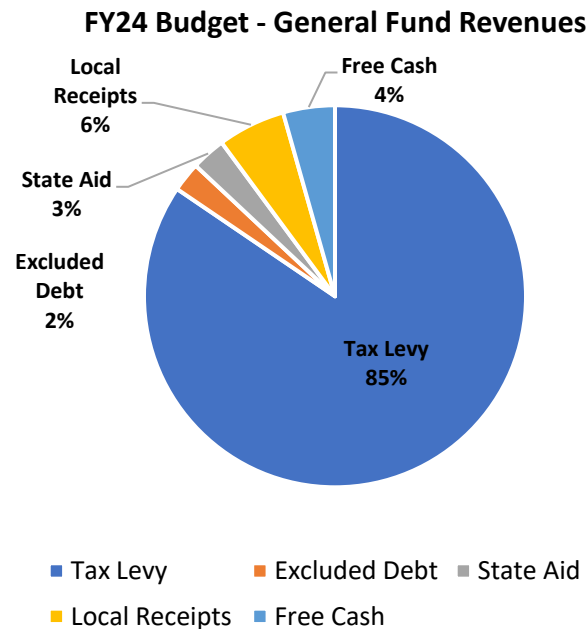
## Revenue

This forecast is focused on revenues and expenditures affecting the Town's General Fund. It does not include an examination of Community Preservation Funds, Revolving Funds, or Water Enterprise Funds.

The Town's FY24 General Fund Operating Budget is a total of \$13,059,629. This number does not include \$32,323 in state assessments and overlay to fund tax abatements and exemptions. Total revenue and spending for FY24 is a combined total of \$13,091,952.

To fund the FY24 operating budget, the Town primarily relies on 4 funding sources: real estate taxes (tax levy and excluded debt), local receipts, state aid, and free cash. A breakdown of revenues for FY24 and the forecasted revenues for FY25 can be found below.

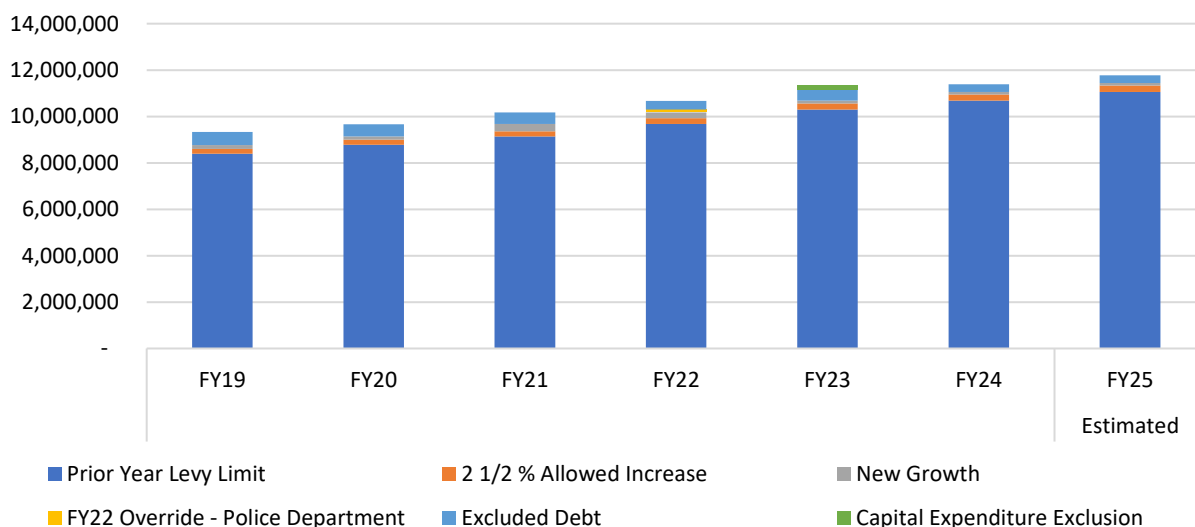
| Total Revenues for Operations |                   |                |                   |                |
|-------------------------------|-------------------|----------------|-------------------|----------------|
|                               | FY24              | % of Revenues  | FY25 (Forecast)   | % of Revenues  |
| Tax Levy                      | 11,062,281        | 84.50%         | 11,448,838        | 85.16%         |
| Excluded Debt                 | 326,394           | 2.49%          | 326,403           | 2.43%          |
| State Aid                     | 379,303           | 2.90%          | 394,475           | 2.93%          |
| Local Receipts                | 749,632           | 5.73%          | 750,000           | 5.58%          |
| Free Cash                     | 574,343           | 4.39%          | 524,343           | 3.90%          |
| <b>TOTAL</b>                  | <b>13,091,952</b> | <b>100.00%</b> | <b>13,444,059</b> | <b>100.00%</b> |



## Tax Levy

The property tax levy is the revenue a community raises through real estate and personal property taxes, within the constraints of Proposition 2 ½. The annual new growth in the tax levy limit increases automatically by 2.5% over the previous year's levy limit, plus an allowance for certain construction and other additions to the tax rolls or new growth. A community has the option to permanently increase its levy limit through a voter-approved override or temporarily through a debt exclusion or capital outlay expenditure exclusion.

**Tax Levy FY19-FY25**



Dunstable relies heavily on residential property taxes to fund operations, which is approximately 84.5% of the total operating budget in FY24 and is projected to be slightly higher in FY25. Between FY19 and FY24, the Town has approved a general fund override, a one-year capital expenditure exclusion for the school department and has excluded debt in addition to the levy limit.

## State Aid

This is the combination of revenues Dunstable receives from the state through the annual cherry sheet, the official notification from the Division of Local Services of estimated aid and assessments. State aid is slightly lower than 3% of the Town's overall revenue, mostly consisting of Unrestricted General Government Aid (UGGA), and unfortunately, is not a major revenue stream for the Town.

|                                  |                |                |
|----------------------------------|----------------|----------------|
| State Aid                        |                |                |
|                                  | <b>FY23</b>    | <b>FY24</b>    |
| Unrestricted Gen Gov't Aid       | 284,914        | 290,612        |
| Local Share of Racing Taxes      | 0              | 0              |
| Regional Public Libraries        | 0              | 0              |
| Veterans Benefits                | 0              | 0              |
| Exemp: VBS and Elderly           | 7,692          | 6,757          |
| State Owned Land                 | 62,523         | 74,738         |
| Public Libraries                 | 6,608          | 7,196          |
| <b>Total Estimated Receipts:</b> | <b>361,737</b> | <b>379,303</b> |
|                                  |                |                |
| Air Pollution Districts          | 1,148          | 1,203          |
| Old Colony Planning Council      | 0              | 0              |
| RMV Non-Renewal Surcharge        | 2,700          | 1,120          |
| <b>Total Charges:</b>            | <b>3,848</b>   | <b>2,323</b>   |
|                                  |                |                |
| <b>Net:</b>                      | <b>357,889</b> | <b>376,980</b> |

### Local Receipts

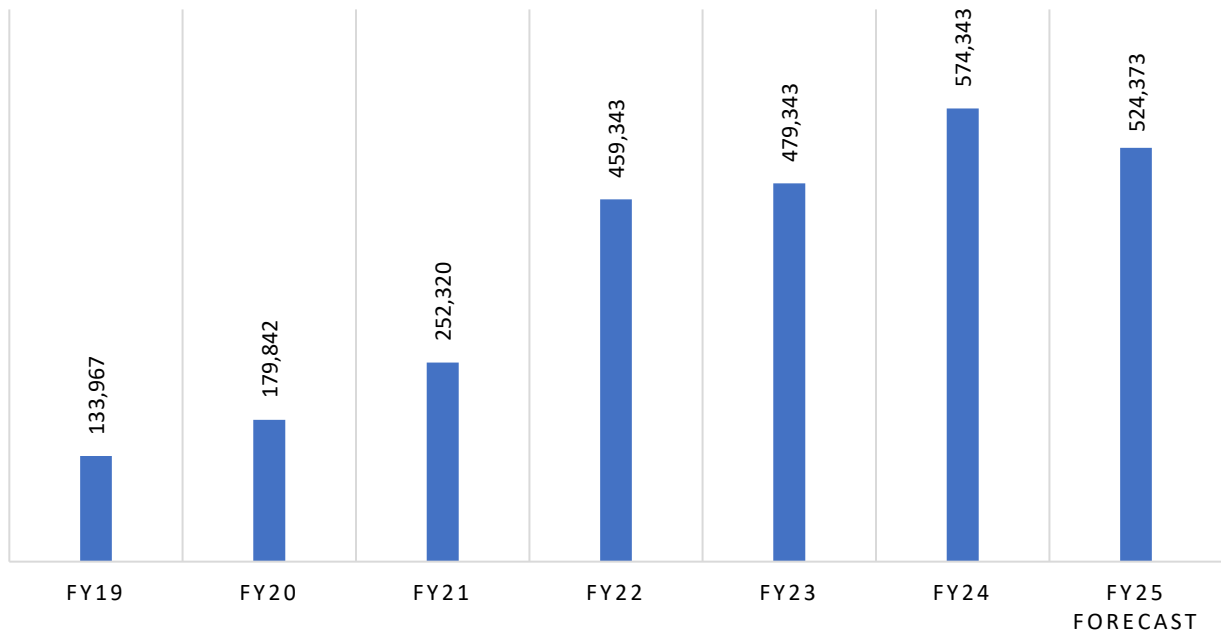
Local receipts are revenue that is generated locally, such as motor vehicle excise tax, penalties and interest, charges, permits, licenses, and fees. Most of the Town's local receipts are generated through motor vehicle excise tax revenue. Annually, Dunstable generates between \$700,000 and \$750,000.

### Free Cash

A community's free cash represents the amount of unrestricted funds available for appropriation that have been certified by the Division of Local Services as of July 1. Historically, the Town has voted to use free cash to fully fund its operating budget. Since free cash is the result of the spending and collection activity within any given fiscal year, relying on it in this way can be unsustainable because there is no guarantee the free cash used to balance this year's budget will be available for next year's budget expenses. It also suggests that the Town may have a long-term structural budget deficit.

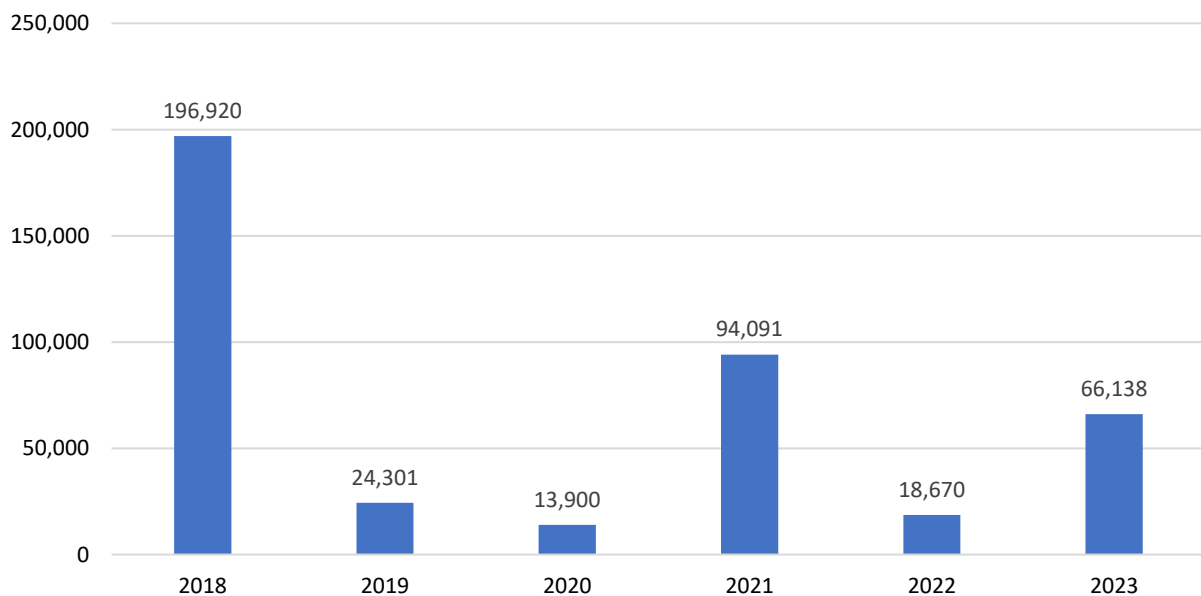
|  | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Free Cash Certification and Available to Appropriate | 867,129     | 490,353     | 480,659     | 763,086     | 527,737     | 680,186     |
| Free Cash for Operating Expenses                     | 133,967     | 179,842     | 252,320     | 459,343     | 479,343     | 574,343     |
| Free Cash for ATM Articles                           | 251,912     | 166,592     | 135,609     | 145,450     | 29,724      | 39,705      |
| Free Cash for GDRSD                                  | 284,330     | 119,618     | 78,830      | 64,202      | 0           | 0           |
| Balance Remaining                                    | 196,920     | 24,301      | 13,900      | 94,091      | 18,670      | 66,138      |

## FREE CASH USED FOR OPERATING EXPENSES



Between FY19 and FY24, Dunstable has increasingly relied on free cash to balance its budget demonstrating a growing gap between the Town's operational expenses and revenues being generated. Over this period of time, the use of free cash has grown from \$133,967 in FY19 to \$574,343 in FY24, increasing use by \$440,376 or almost 330%.

## Free Cash balance after appropriating for operating expenses

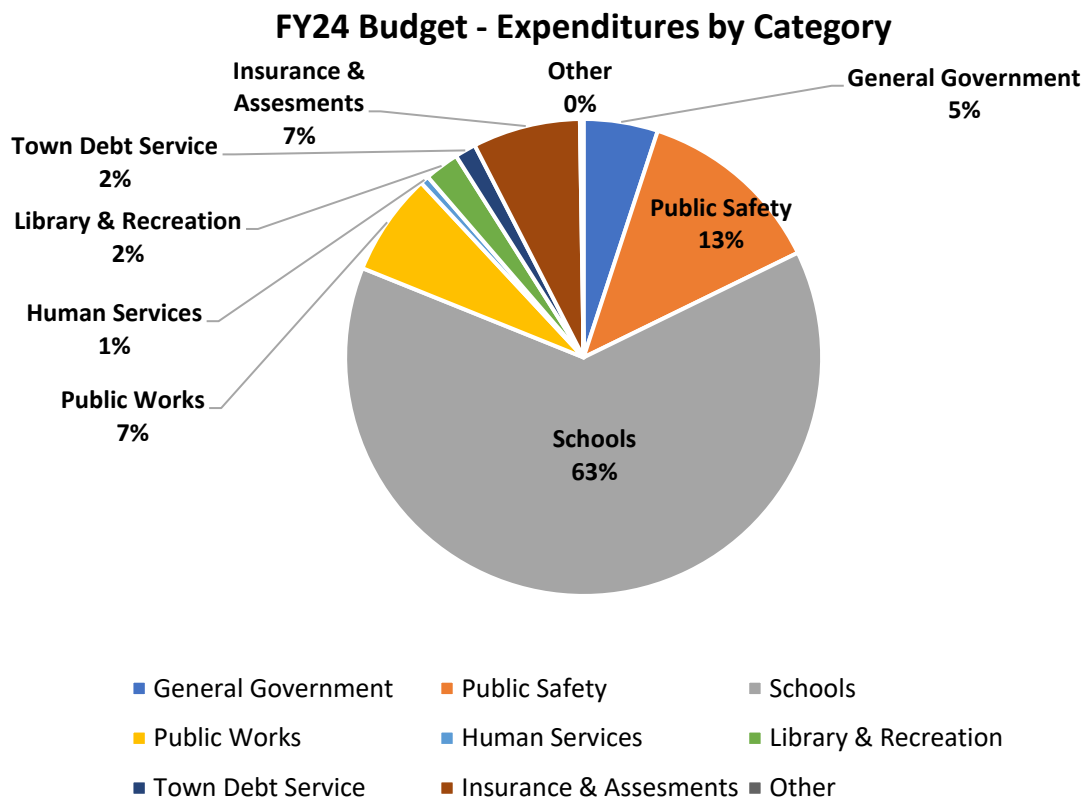


## Expenditures

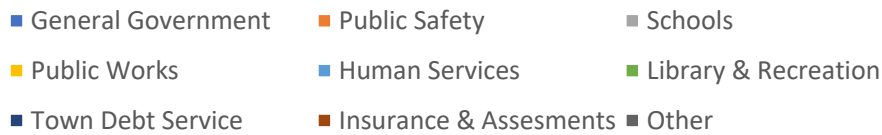
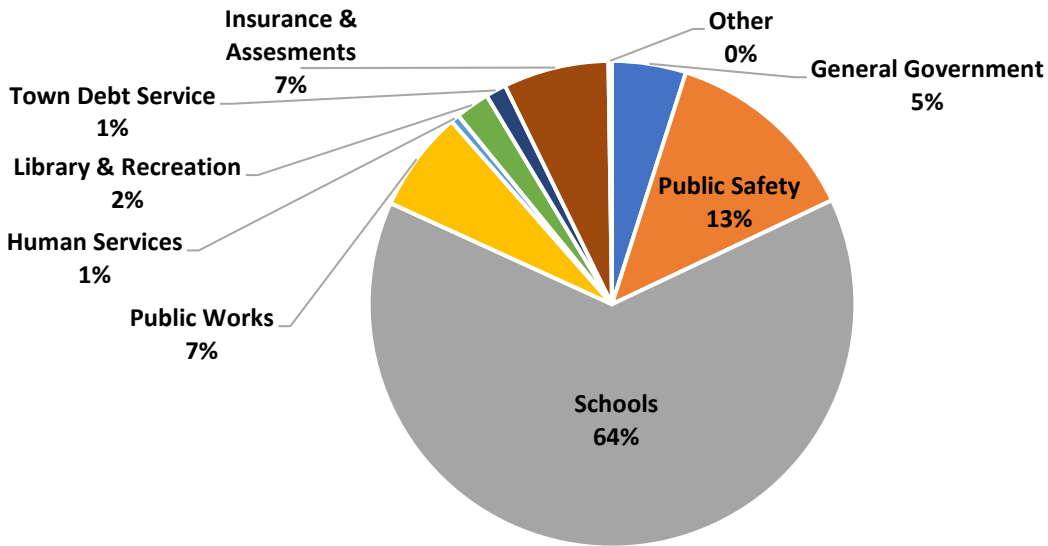
The Town spends in 9 categories: General Government, Public Safety, Public Works, Human Services, Library & Recreation, Debt Service, Insurance & Assessments, and Other. For FY24, the spending in these categories totals \$13,091,952. For FY25, the initial forecast shows costs will increase by \$599,885 totaling \$13,691,837 and updated forecast increases by \$1,299,855.

The breakdown of Town expenditures are below.

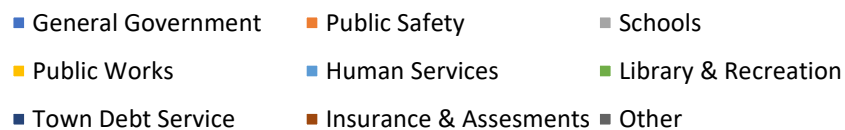
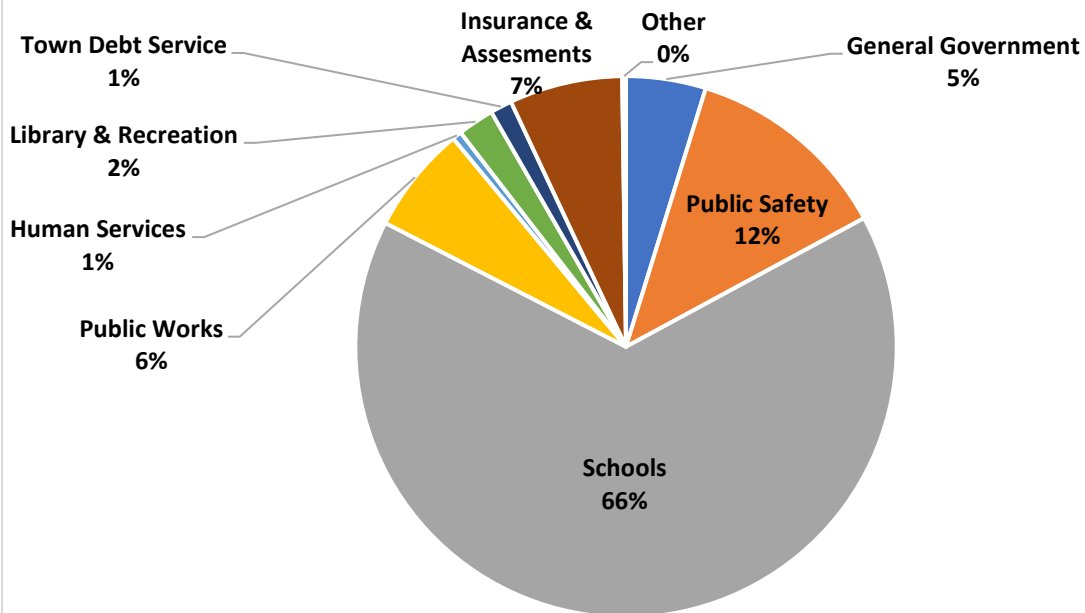
| Budget Category          | FY24 Budget       | FY25 Financial Forecast (initial) | FY25 Financial Forecast (updated) |
|--------------------------|-------------------|-----------------------------------|-----------------------------------|
| General Government       | 659,182           | 675,046                           | 685,690                           |
| Public Safety            | 1,666,566         | 1,791,295                         | 1,777,066                         |
| Schools                  | 8,292,773         | 8,762,330                         | 9,419,687                         |
| Public Works             | 911,976           | 921,816                           | 923,504                           |
| Human Services           | 78,382            | 80,380                            | 80,528                            |
| Library & Recreation     | 307,171           | 311,649                           | 312,263                           |
| Town Debt Service        | 187,693           | 187,702                           | 187,702                           |
| Insurance & Assessments  | 955,886           | 961,619                           | 972,998                           |
| Other                    | 32,323            | 32,369                            | 32,369                            |
| <b>Total Town Budget</b> | <b>13,091,952</b> | <b>13,691,837</b>                 | <b>14,391,807</b>                 |



## Initial FY25 Financial Forecast - Expenditures by Category



## Updated FY25 Financial Forecast - Expenditures by Category



## Debt Schedule

The Town is currently carrying excluded debt service for water infrastructure improvements, a fire rescue truck, and front-end loader and non-excluded debt for the salt shed.

|                              | 2025                | 2025               | 2026                | 2026               | 2027                | 2027               | 2028                | 2028               | 2029               | 2029               | 2030               | 2030               |
|------------------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Excluded Projects</b>     | Principal           | Interest           | Principal           | Interest           | Principal           | Interest           | Principal           | Interest           | Principal          | Interest           | Principal          | Interest           |
| Water Infrastructure Bond    | \$61,529.79         | \$53,883.18        | \$62,993.48         | \$52,437.23        | \$64,490.77         | \$50,956.88        | \$66,024.59         | \$49,441.35        | \$67,594.88        | \$47,889.78        | \$69,201.59        | \$46,301.30        |
| Rescue Truck                 | \$38,113.00         | \$7,609.43         | \$38,113.00         |                    | \$38,113.00         |                    | \$38,113.00         |                    |                    |                    |                    |                    |
| Front End Loader             | \$51,500.00         | \$2,561.84         |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| Short Term Interest          |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
|                              |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| <b>SUBTOTAL</b>              | <b>\$151,142.79</b> | <b>\$64,054.45</b> | <b>\$101,106.48</b> | <b>\$52,437.23</b> | <b>\$102,603.77</b> | <b>\$50,956.88</b> | <b>\$104,137.59</b> | <b>\$49,441.35</b> | <b>\$67,594.88</b> | <b>\$47,889.78</b> | <b>\$69,201.59</b> | <b>\$46,301.30</b> |
|                              |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| <b>Non-Excluded Projects</b> |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
|                              |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| Salt Shed                    | \$17,500.00         | \$861.84           |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| Short Term Interest          |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| <b>SUBTOTAL</b>              |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
|                              |                     |                    |                     |                    |                     |                    |                     |                    |                    |                    |                    |                    |
| <b>TOTAL DEBT</b>            | <b>\$168,642.79</b> | <b>\$64,916.29</b> | <b>\$101,106.48</b> | <b>\$52,437.23</b> | <b>\$102,603.77</b> | <b>\$50,956.88</b> | <b>\$104,137.59</b> | <b>\$49,441.35</b> | <b>\$67,594.88</b> | <b>\$47,889.78</b> | <b>\$69,201.59</b> | <b>\$46,301.30</b> |

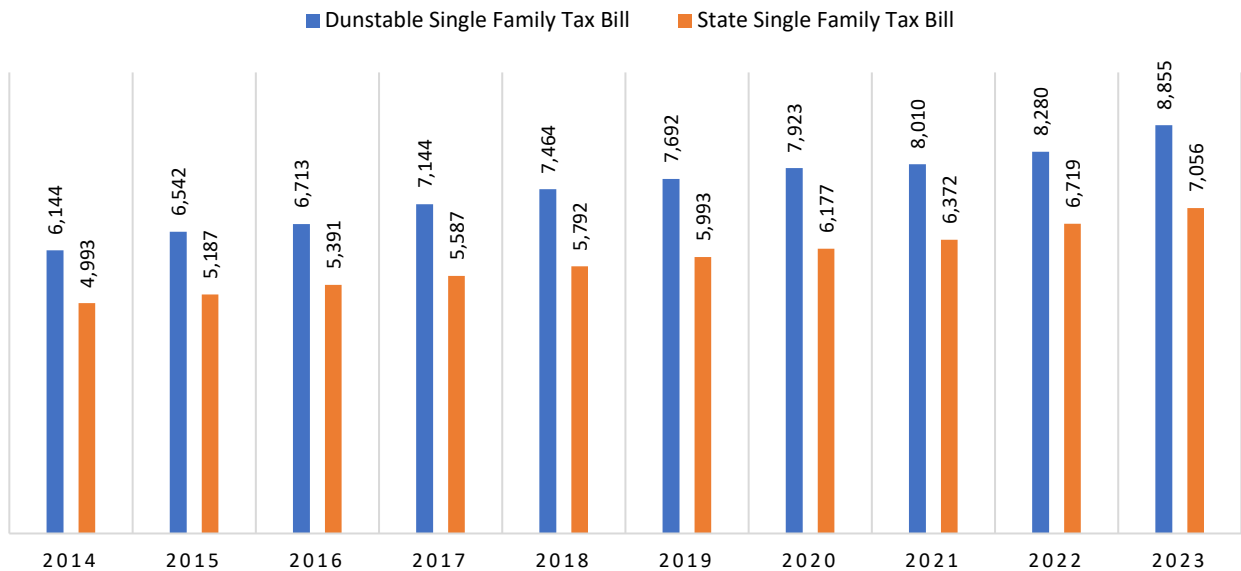
It's important to note that the Town has a looming PFAS contamination issue to solve at the GDRSD high school that is anticipated to cost the Town slightly under \$2 million. The current forecast does not include that cost, but this project would need to be funded through a debt exclusion override. Since the project will need to be funded through a debt exclusion override, it is not anticipated to have an impact to the budget's bottom line, however, it is an important consideration when determining how to fund future operating budgets.

## Average Single Family Tax Bill

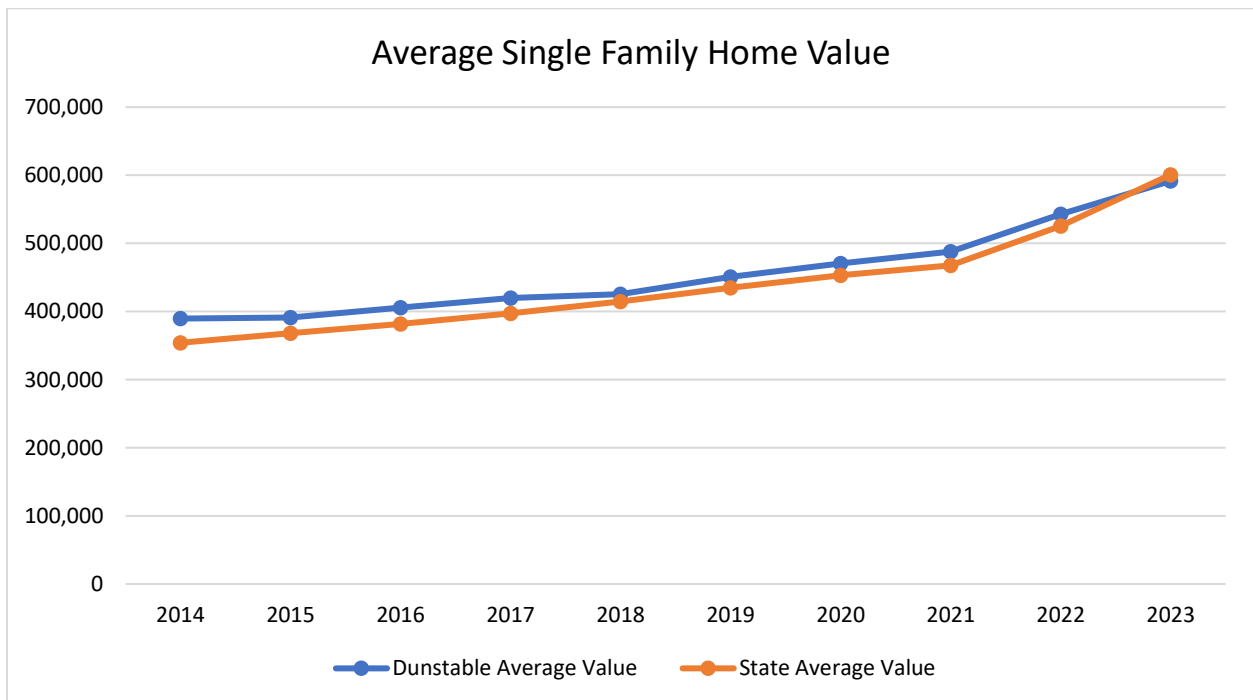
In FY23, Dunstable's average single-family tax bill was \$8,855, higher than the state average, \$7,056. Dunstable's single family tax bill has steadily increased since FY2014, from \$6,144 to \$8,855 and has consistently been above the state average.



## AVERAGE SINGLE FAMILY TAX BILL



Home values have mirrored this trend except for FY23 where Dunstable's average single-family home value was slightly less than the state average.



### Comparable Communities Analysis

Dunstable is a unique Town and difficult to identify comparable communities in the Commonwealth. Utilizing the Division of Local Services Databank, 8 comparable communities were identified. Data used to identify these communities included population size, Department

of Revenue Income Per Capita, Average Single-Family Value and Tax Bill, and budget size. Another consideration was whether a community was part of a regional school district.

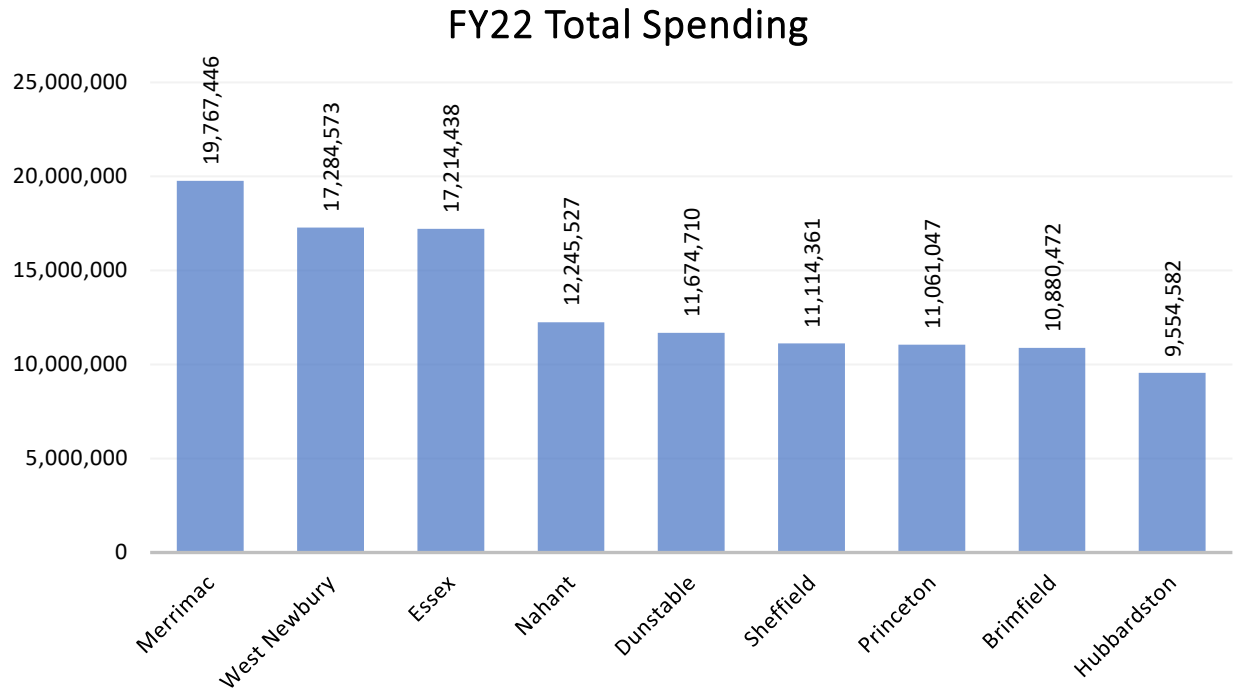
| Municipality     | County           | 2021 Population | FY 2023 Single Family Tax Bill | 2020 DOR Income Per Capita | 2022 EQV Per Capita | School District                               |
|------------------|------------------|-----------------|--------------------------------|----------------------------|---------------------|---|
| Essex            | ESSEX            | 3,668           | 10,667                         | 73,034                     | 294,779             | Manchester Essex                              |
| West Newbury     | ESSEX            | 4,544           | 8,991                          | 77,798                     | 261,758             | Pentucket                                     |
| <b>Dunstable</b> | <b>MIDDLESEX</b> | <b>3,341</b>    | <b>8,855</b>                   | <b>78,539</b>              | <b>211,951</b>      | <b>Groton Dunstable</b>                       |
| Nahant           | ESSEX            | 3,315           | 8,455                          | 75,116                     | 357,057             | Pre-K to 6; Swampscott Middle and High School |
| Merrimac         | ESSEX            | 6,705           | 7,874                          | 44,435                     | 158,580             | Pentucket                                     |
| Princeton        | WORCESTER        | 3,499           | 6,934                          | 69,905                     | 182,830             | Wachusett                                     |
| Sheffield        | BERKSHIRE        | 3,312           | 5,173                          | 40,782                     | 237,975             | Southern Berkshire                            |
| Brimfield        | HAMPDEN          | 3,690           | 4,977                          | 40,907                     | 141,822             | Tantasqua                                     |
| Hubbardston      | WORCESTER        | 4,312           | 4,625                          | 40,903                     | 136,314             | Quabbin                                       |

In addition, Average Single-Family Assessed Values and Total Assessed Values were also considered.

| Municipality     | County           | Assessed Value Residential | Assessed Value Commercial | Assessed Value Industrial | Assessed Value Pers Prop | Total Assessed Value |
|------------------|------------------|----------------------------|---------------------------|---------------------------|--------------------------|----------------------|
| West Newbury     | ESSEX            | 1,353,610,071              | 11,333,470                | 2,837,100                 | 22,662,650               | 1,390,443,291        |
| Nahant           | ESSEX            | 1,222,230,470              | 16,498,631                | 563,100                   | 31,355,750               | 1,270,647,951        |
| Essex            | ESSEX            | 1,069,904,842              | 60,290,537                | 16,969,585                | 16,509,610               | 1,163,674,574        |
| Merrimac         | ESSEX            | 1,113,322,113              | 24,353,736                | 10,041,870                | 9,444,044                | 1,157,161,763        |
| Sheffield        | BERKSHIRE        | 754,343,192                | 65,068,004                | 18,627,524                | 40,451,620               | 878,490,340          |
| <b>Dunstable</b> | <b>MIDDLESEX</b> | <b>705,783,270</b>         | <b>5,213,633</b>          | <b>3,956,700</b>          | <b>38,243,793</b>        | <b>753,197,396</b>   |
| Princeton        | WORCESTER        | 637,244,738                | 8,970,797                 | 2,097,600                 | 13,931,210               | 662,244,345          |
| Hubbardston      | WORCESTER        | 581,275,887                | 13,373,933                | 5,043,200                 | 18,418,860               | 618,111,880          |
| Brimfield        | HAMPDEN          | 504,840,510                | 28,471,358                | 12,635,500                | 19,553,550               | 565,500,918          |

## Expenditures

In FY22, the Town of Dunstable spent a total of \$11,674,710 which is fifth highest among the comparable communities, directly in the middle when compared to the other communities.



Categories of spending are broken down into 12 categories:

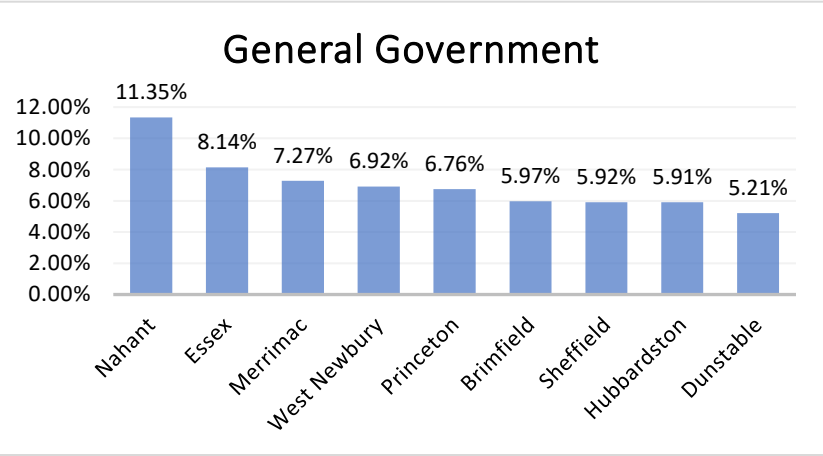
- General Government
- Police
- Fire
- Other Public Safety
- Education
- Public Works
- Human Services
- Culture and Recreation
- Fixed Costs
- Intergovernment
- Other Expenses
- Debt Service

The breakdown of FY22 spending for each comparable community is below.

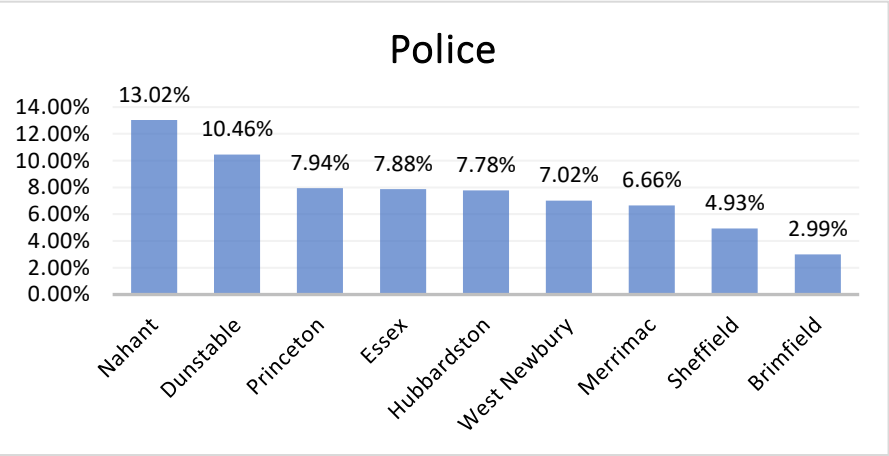
| Municipality | County    | General Government | Police    | Fire      | Other Public Safety | Education  | Public Works | Human Services | Culture and Recreation | Fixed Costs | Intergovernment | Other Expenses | Debt Service | TOTAL      |
|--------------|-----------|--------------------|-----------|-----------|---------------------|------------|--------------|----------------|------------------------|-------------|-----------------|----------------|--------------|------------|
| Merrimac     | ESSEX     | 1,437,568          | 1,317,034 | 710,278   | 235,981             | 11,706,820 | 1,429,672    | 472,634        | 335,975                | 1,220,116   | 110,471         | 46,126         | 744,771      | 19,767,446 |
| West Newbury | ESSEX     | 1,195,468          | 1,213,807 | 341,458   | 443,969             | 9,151,440  | 2,468,234    | 298,694        | 395,063                | 1,378,282   | 84,208          | 0              | 313,950      | 17,284,573 |
| Essex        | ESSEX     | 1,401,744          | 1,356,657 | 275,662   | 281,708             | 10,319,202 | 1,048,838    | 294,522        | 178,331                | 1,228,770   | 32,699          | 0              | 796,305      | 17,214,438 |
| Nahant       | ESSEX     | 1,389,531          | 1,594,960 | 1,190,257 | 126,969             | 4,053,536  | 675,129      | 164,129        | 260,165                | 2,102,705   | 289,997         | 0              | 398,149      | 12,245,527 |
| Dunstable    | MIDDLESEX | 608,563            | 1,221,130 | 268,988   | 84,127              | 7,507,314  | 699,579      | 51,686         | 314,623                | 777,922     | 3,840           | 0              | 136,938      | 11,674,710 |
| Sheffield    | BERKSHIRE | 657,590            | 548,007   | 118,709   | 75,163              | 7,606,405  | 1,044,950    | 202,415        | 197,481                | 626,851     | 36,790          | 0              | 0            | 11,114,361 |
| Princeton    | WORCESTER | 747,526            | 877,779   | 385,780   | 42,576              | 5,661,886  | 1,720,672    | 131,682        | 290,281                | 773,316     | 25,227          | 0              | 404,322      | 11,061,047 |
| Brimfield    | HAMPDEN   | 650,025            | 325,790   | 708,532   | 368,245             | 6,428,764  | 811,891      | 211,428        | 133,206                | 936,807     | 129,831         | 0              | 175,953      | 10,880,472 |
| Hubbardston  | WORCESTER | 564,684            | 743,598   | 483,285   | 313,735             | 5,590,265  | 862,299      | 24,957         | 95,458                 | 630,648     | 0               | 0              | 245,653      | 9,554,582  |

Because each community has different sized budgets, from slightly under \$20 million to \$9.5 million, to accurately compare spending among these communities the charts below include each category, total spending, and their percentage of the overall Town spending.

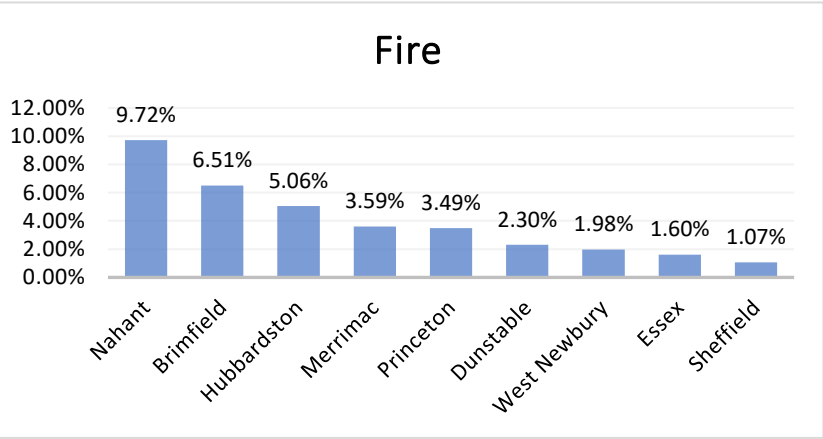
| Municipality | General Government |
|--------------|--------------------|
| Merrimac     | 1,437,568          |
| Essex        | 1,401,744          |
| Nahant       | 1,389,531          |
| West Newbury | 1,195,468          |
| Princeton    | 747,526            |
| Sheffield    | 657,590            |
| Brimfield    | 650,025            |
| Dunstable    | 608,563            |
| Hubbardston  | 564,684            |



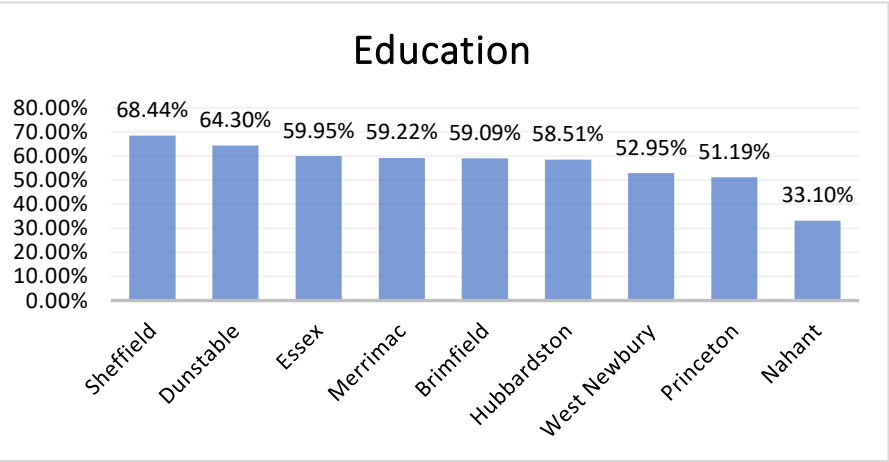
| Municipality | Police    |
|--------------|-----------|
| Nahant       | 1,594,960 |
| Essex        | 1,356,657 |
| Merrimac     | 1,317,034 |
| Dunstable    | 1,221,130 |
| West Newbury | 1,213,807 |
| Princeton    | 877,779   |
| Hubbardston  | 743,598   |
| Sheffield    | 548,007   |
| Brimfield    | 325,790   |



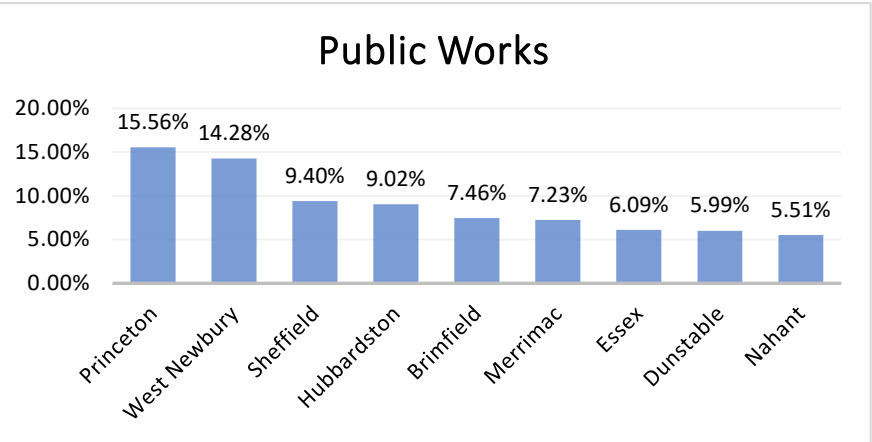
| Municipality | Fire      |
|--------------|-----------|
| Nahant       | 1,190,257 |
| Merrimac     | 710,278   |
| Brimfield    | 708,532   |
| Hubbardston  | 483,285   |
| Princeton    | 385,780   |
| West Newbury | 341,458   |
| Essex        | 275,662   |
| Dunstable    | 268,988   |
| Sheffield    | 118,709   |



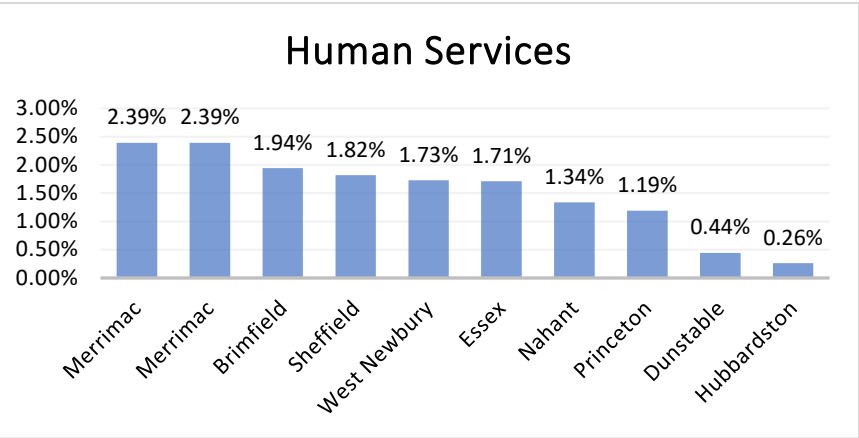
| Municipality | Education  |
|--------------|------------|
| Merrimac     | 11,706,820 |
| Essex        | 10,319,202 |
| West Newbury | 9,151,440  |
| Sheffield    | 7,606,405  |
| Dunstable    | 7,507,314  |
| Brimfield    | 6,428,764  |
| Princeton    | 5,661,886  |
| Hubbardston  | 5,590,265  |
| Nahant       | 4,053,536  |



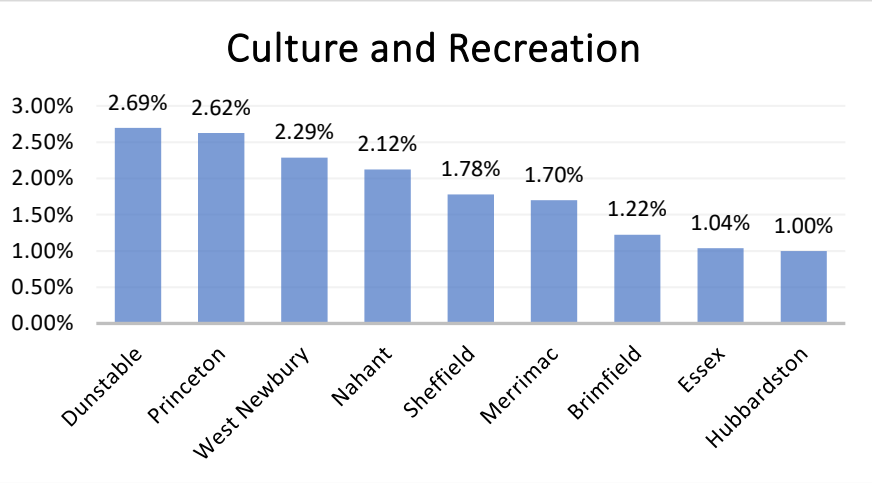
| Municipality | Public Works |
|--------------|--------------|
| West Newbury | 2,468,234    |
| Princeton    | 1,720,672    |
| Merrimac     | 1,429,672    |
| Essex        | 1,048,838    |
| Sheffield    | 1,044,950    |
| Hubbardston  | 862,299      |
| Brimfield    | 811,891      |
| Dunstable    | 699,579      |
| Nahant       | 675,129      |



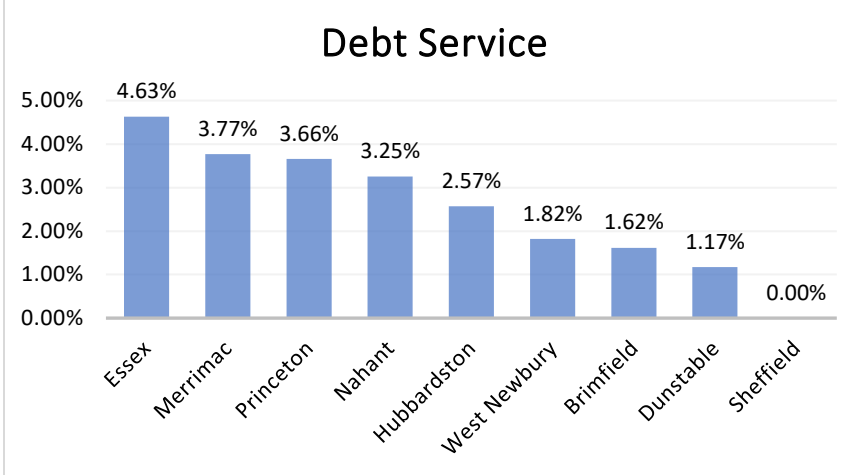
| Municipality | Human Services |
|--------------|----------------|
| Merrimac     | 472,634        |
| West Newbury | 298,694        |
| Essex        | 294,522        |
| Brimfield    | 211,428        |
| Sheffield    | 202,415        |
| Nahant       | 164,129        |
| Princeton    | 131,682        |
| Dunstable    | 51,686         |
| Hubbardston  | 24,957         |



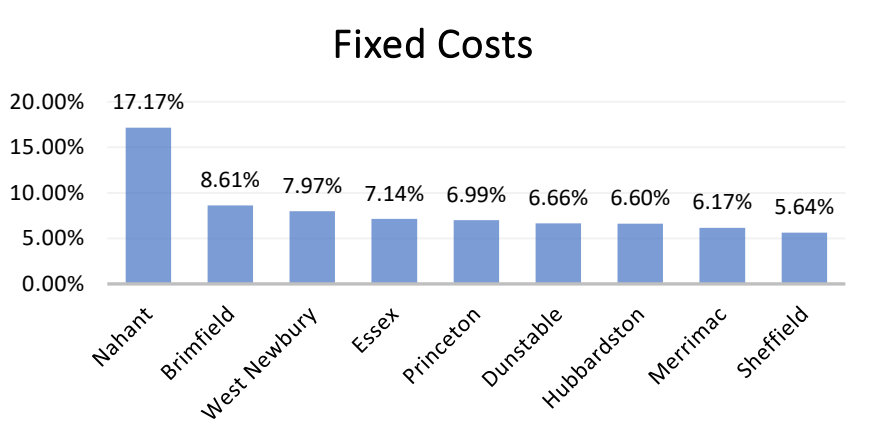
| Municipality | Culture and Recreation |
|--------------|------------------------|
| West Newbury | 395,063                |
| Merrimac     | 335,975                |
| Dunstable    | 314,623                |
| Princeton    | 290,281                |
| Nahant       | 260,165                |
| Sheffield    | 197,481                |
| Essex        | 178,331                |
| Brimfield    | 133,206                |
| Hubbardston  | 95,458                 |



| Municipality | Debt Service |
|--------------|--------------|
| Essex        | 796,305      |
| Merrimac     | 744,771      |
| Princeton    | 404,322      |
| Nahant       | 398,149      |
| West Newbury | 313,950      |
| Hubbardston  | 245,653      |
| Brimfield    | 175,953      |
| Dunstable    | 136,938      |
| Sheffield    | 0            |



| Municipality | Fixed Costs |
|--------------|-------------|
| Nahant       | 2,102,705   |
| West Newbury | 1,378,282   |
| Essex        | 1,228,770   |
| Merrimac     | 1,220,116   |
| Brimfield    | 936,807     |
| Dunstable    | 777,922     |
| Princeton    | 773,316     |
| Hubbardston  | 630,648     |
| Sheffield    | 626,851     |



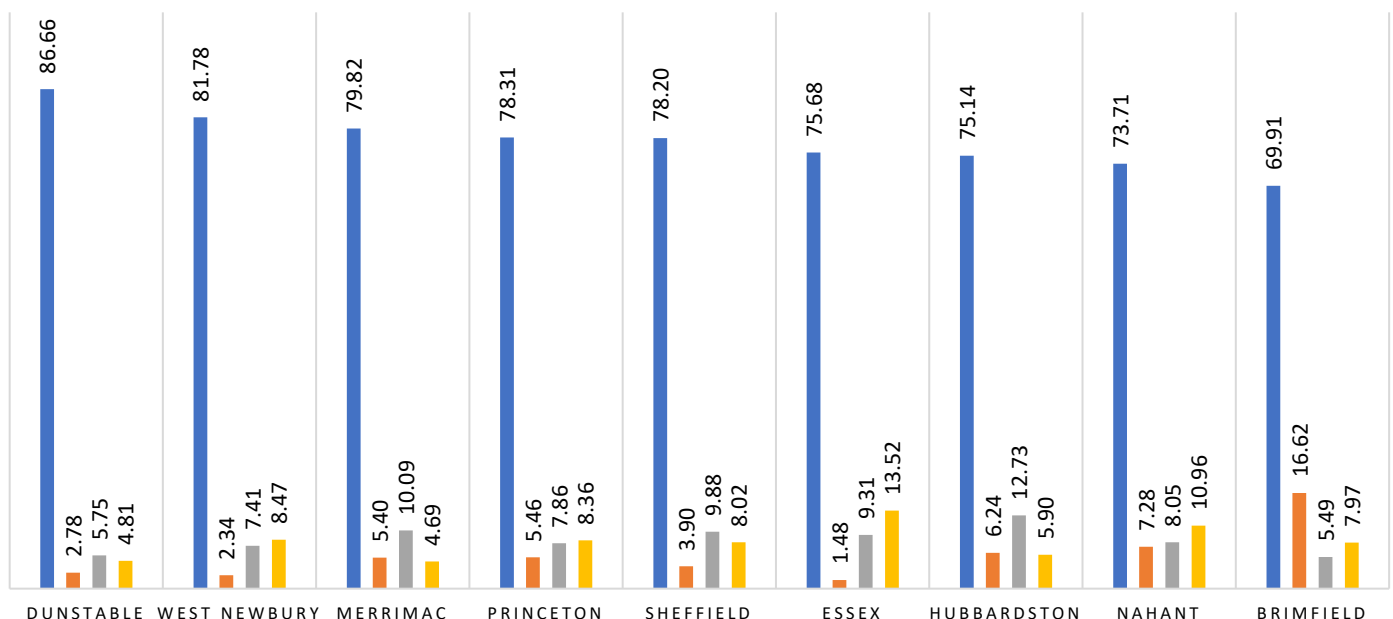
## Revenue

As reviewed earlier in this document, Dunstable relies heavily on real estate taxes as its main source of revenue, like most communities in the Commonwealth. In FY23, real estate taxes made up 86.66% of Dunstable's overall revenue, highest among comparable communities. Local receipts only comprise 5.75% of Dunstable's overall revenue, which is second lowest among comparable communities; state aid is 2.78%, third lowest among comparable communities; and all other revenue is 4.81% of the Town's overall revenue, second lowest among comparable communities.

|              | County    | Tax Levy   | State Aid | Local Receipts | Enterprise & CPA Funds | Other Revenue | Total General Fund Budget | Total Budget |
|--------------|-----------|------------|-----------|----------------|------------------------|---------------|---------------------------|--------------|
| Dunstable    | MIDDLESEX | 11,275,365 | 361,737   | 748,267        | 628,949                | 625,371       | 13,010,740                | 13,639,689   |
| West Newbury | ESSEX     | 15,336,589 | 438,821   | 1,389,494      | 1,706,198              | 1,588,621     | 18,753,525                | 20,459,723   |
| Merrimac     | ESSEX     | 17,091,279 | 1,155,542 | 2,160,300      | 3,002,934              | 1,004,526     | 21,411,647                | 24,414,581   |
| Princeton    | WORCESTER | 10,026,379 | 699,076   | 1,006,500      | 21,000                 | 1,070,747     | 12,802,702                | 12,823,702   |
| Sheffield    | BERKSHIRE | 10,120,209 | 505,105   | 1,278,500      | 168,300                | 1,038,223     | 12,942,037                | 13,110,337   |
| Essex        | ESSEX     | 16,151,803 | 316,717   | 1,987,593      | 3,170,752              | 2,886,360     | 21,342,473                | 24,513,225   |
| Hubbardston  | WORCESTER | 8,053,998  | 668,674   | 1,364,005      | 185,492                | 632,245       | 10,718,922                | 10,904,414   |
| Nahant       | ESSEX     | 11,550,190 | 1,141,365 | 1,261,293      | 3,886,759              | 1,717,360     | 15,670,208                | 19,556,968   |
| Brimfield    | HAMPDEN   | 8,601,269  | 2,045,027 | 675,646        | 0                      | 980,627       | 12,302,569                | 12,302,569   |

## FY23 REVENUE AS % OF GENERAL FUND BUDGET

■ Tax Levy as % of Budget ■ State Aid as % of Budget ■ Local Receipts as % of Budget ■ All Other as % of Budget



Department Detail – Updated 9/13/23

| Department/Account             |           | Voted<br>FY23 | Voted<br>FY24 | Estimated<br>FY25 | Estimated<br>FY26 | Estimated<br>FY27 | Estimated<br>FY28 |
|--------------------------------|-----------|---------------|---------------|-------------------|-------------------|-------------------|-------------------|
| GENERAL GOVERNMENT             |           |               |               |                   |                   |                   |                   |
| Town Administrator             |           |               |               |                   |                   |                   |                   |
| Administrator Salary           | 93,636    | 129,700       | 135,700       | 141,700           | 144,534.00        | 147,424.68        |                   |
|                                | -         |               |               |                   |                   |                   |                   |
| Assistant Administrator Salary | 64,945.44 | 45,900.00     | 50,900.00     | 51,918.00         | 52,956.36         | 54,015.49         |                   |
| Communication                  |           |               |               |                   |                   |                   |                   |
| Office Supplies                | 400       | 400           | 404.00        | 408.04            | 412.12            | 416.24            |                   |
| Dues & Subscriptions           | 880       | 880           | 888.80        | 897.69            | 906.66            | 915.73            |                   |
| Training & Meetings            | 2,000     | 2,000         | 2,020.00      | 2,040.20          | 2,060.60          | 2,081.21          |                   |
| 350th Celebration              | 20,000    |               |               |                   |                   |                   |                   |
| SALARIES                       | 158,581   | 175,600       | 186,600       | 193,618           | 197,490           | 201,440           |                   |
| EXPENSES                       | 23,280    | 3,280         | 3,313         | 3,346             | 3,379             | 3,413             |                   |
| Total                          | 181,861   | 178,880       | 189,913       | 196,964           | 200,870           | 204,853           |                   |
|                                |           |               |               |                   |                   |                   |                   |
| Selectmen                      |           |               |               |                   |                   |                   |                   |
| Salaries                       |           |               |               |                   |                   |                   |                   |
| Energy                         |           |               |               |                   |                   |                   |                   |
| Professional and Tech          | 330       | 330           | 333.30        | 336.63            | 340.00            | 343.40            |                   |
| Special Legal                  | 6,000     | 6,000         | 6,060.00      | 6,120.60          | 6,181.81          | 6,243.62          |                   |
| Communication                  | 1,200     | 1,200         | 1,212.00      | 1,224.12          | 1,236.36          | 1,248.72          |                   |
| Office Supplies Expense        | 300       | 300           | 303.00        | 306.03            | 309.09            | 312.18            |                   |
| In-State Travel                | 100       | 100           | 101.00        | 102.01            | 103.03            | 104.06            |                   |
| Dues and Membership            | 900       | 900           | 909.00        | 918.09            | 927.27            | 936.54            |                   |
| No. Midd. Council of Govt      | 1,144     | 1,173         | 1,184.73      | 1,196.58          | 1,208.54          | 1,220.63          |                   |
| SALARIES                       | -         | -             | -             | -                 | -                 | -                 |                   |
| EXPENSES                       | 9,974     | 10,003        | 10,103        | 10,204            | 10,306            | 10,409            |                   |
| Total                          | 9,974     | 10,003        | 10,103        | 10,204            | 10,306            | 10,409            |                   |
|                                |           |               |               |                   |                   |                   |                   |
| Fincom                         |           |               |               |                   |                   |                   |                   |
| Dues and Memberships           | 150       | 150           | 150           | 150               | 150               | 150               |                   |
| Reserve Account                | 30,000    | 30,000        | 30,000        | 30,000            | 30,000            | 30,000            |                   |
| Total                          | 30,150    | 30,150        | 30,150        | 30,150            | 30,150            | 30,150            |                   |
|                                |           |               |               |                   |                   |                   |                   |
| Accountant                     |           |               |               |                   |                   |                   |                   |
| Accountant Salary              |           |               |               |                   |                   |                   |                   |
| Assistant Accountant Salary    | 11,618    | 12,289        | 28,311.00     | 29,018.78         | 29,744.24         | 30,487.85         |                   |
| Accountant Services            | 30,600    | 36,000        | 36,900.000    | 37,822.500        | 38,768.063        | 39,737.264        |                   |
| Annual Audit                   | 16,000    | 21,000        | 16,400.00     | 16,810.00         | 17,230.25         | 17,661.01         |                   |
| Professional Tech              | 6,000     | 6,000         | 6,150.000     | 6,303.750         | 6,461.344         | 6,622.877         |                   |
| Office Supplies                | 750       | 750           | 757.50        | 765.08            | 772.73            | 780.45            |                   |
| In-State Travel                | 850       | 850           | 858.50        | 867.09            | 875.76            | 884.51            |                   |
| Dues and Membership            | 100       | 100           | 101.00        | 102.01            | 103.03            | 104.06            |                   |
| SALARIES                       | 11,618    | 12,289        | 28,311        | 29,019            | 29,744            | 30,488            |                   |
| EXPENSES                       | 54,300    | 64,700        | 61,167        | 62,670            | 64,211            | 65,790            |                   |



|                            |               |               |               |               |               |                |               |
|----------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
| <b>Total</b>               |               | <b>65,918</b> | <b>76,989</b> | <b>89,478</b> | <b>91,689</b> | <b>93,955</b>  | <b>96,278</b> |
|                            |               |               |               |               |               |                |               |
| <b>Assessors</b>           |               |               |               |               |               |                |               |
| Salaries                   |               |               |               |               |               |                |               |
| Principle Assessor Salary  | 32,455        | 34,171        | 35,025.28     | 35,900.91     | 36,798.43     | 37,718.39      |               |
| Associate Assessor Salary  | 17,870        | 18,519        | 12,828.00     | 13,148.70     | 13,477.42     | 13,814.35      |               |
| Professional and Technical | 11,380        | 9,000         | 9,225.000     | 9,455.625     | 9,692.016     | 9,934.316      |               |
| Prof & Tech Prop Review    |               |               |               |               |               |                |               |
| Assessment                 | 12,000        | 10,000        | 10,250.000    | 10,506.250    | 10,768.906    | 11,038.129     |               |
| Communication              | 125           | 125           | 126.25        | 127.51        | 128.79        | 130.08         |               |
| Office Supplies            | 900           | 900           | 909.00        | 918.09        | 927.27        | 936.54         |               |
| In-State Travel            | 700           | 700           | 707.00        | 714.07        | 721.21        | 728.42         |               |
| Dues and Memberships       | 150           | 150           | 151.50        | 153.02        | 154.55        | 156.09         |               |
| SALARIES                   | 50,325        | 52,690        | 47,853        | 49,050        | 50,276        | 51,533         |               |
| EXPENSES                   | 25,255        | 20,875        | 21,369        | 21,875        | 22,393        | 22,924         |               |
| <b>Total</b>               | <b>75,580</b> | <b>73,565</b> | <b>69,222</b> | <b>70,924</b> | <b>72,669</b> | <b>74,456</b>  |               |
|                            |               |               |               |               |               |                |               |
| <b>Treasurer</b>           |               |               |               |               |               |                |               |
| Treasurer-Collector        | 58,754.04     | 65,850.00     | 67,496.25     | 69,183.66     | 70,567.33     | 72,331.51      |               |
| Treasurer/Collector        |               |               |               |               |               |                |               |
| Certification              | 2,000         |               |               |               |               |                |               |
| Professional and Technical | 15,920        | 16,200        | 16,605.000    | 17,020.125    | 17,445.628    | 17,881.769     |               |
| Communication              | 5,800         | 6,500         | 6,565.00      | 6,630.65      | 6,696.96      | 6,763.93       |               |
| Office Supplies            | 2,050         | 2,050         | 2,070.50      | 2,091.21      | 2,112.12      | 2,133.24       |               |
| In-State Travel            | 547           | 600           | 606.00        | 612.06        | 618.18        | 624.36         |               |
| Dues and Memberships       | 250           | 250           | 252.50        | 255.03        | 257.58        | 260.15         |               |
| Other Bank Charges         | 490           | 490           | 494.90        | 499.85        | 504.85        | 509.90         |               |
| Tax Title                  |               |               |               |               |               |                |               |
| SALARIES                   | 58,754        | 65,850        | 67,496        | 69,184        | 70,567        | 72,332         |               |
| EXPENSES                   | 27,057        | 26,090        | 26,594        | 27,109        | 27,635        | 28,173         |               |
| <b>Total</b>               | <b>85,811</b> | <b>91,940</b> | <b>94,090</b> | <b>96,293</b> | <b>98,203</b> | <b>100,505</b> |               |
|                            |               |               |               |               |               |                |               |
| <b>Town Counsel</b>        |               |               |               |               |               |                |               |
| Professional and Technical | 30,000        | 32,000        | 32,800        | 33,620        | 34,461        | 35,322         |               |
|                            |               |               |               |               |               |                |               |
| <b>Dog Program</b>         |               |               |               |               |               |                |               |
| Communication              | 200           | 200           | 202.00        | 204.02        | 206.06        | 208.12         |               |
| Other Supplies             | 600           | 600           | 606.00        | 612.06        | 618.18        | 624.36         |               |
| <b>Total</b>               | <b>800</b>    | <b>800</b>    | <b>808</b>    | <b>816</b>    | <b>824</b>    | <b>832</b>     |               |
|                            |               |               |               |               |               |                |               |
| <b>Town Clerk</b>          |               |               |               |               |               |                |               |
| Salary                     | 39,905        |               |               |               |               |                |               |
| Town Clerk                 | 20,000        | 40,706        | 41,723.24     | 42,766.32     | 43,835.48     | 44,931.37      |               |
| Assistant Clerk            |               | 10,608        | 10,873.20     | 11,145.03     | 11,423.66     | 11,709.25      |               |
| Temp Wages                 |               |               |               |               |               |                |               |
| Certification              | 1,000         |               |               |               |               |                |               |
| Professional and Technical | 700           | 700           | 707.00        | 714.07        | 721.21        | 728.42         |               |
| Communication              | 300           | 300           | 303.00        | 306.03        | 309.09        | 312.18         |               |
| Office Supplies            | 500           | 500           | 505.00        | 510.05        | 515.15        | 520.30         |               |
| In-State Travel            | 300           | 300           | 303.00        | 306.03        | 309.09        | 312.18         |               |
| Dues and Memberships       | 150           | 300           | 303.00        | 306.03        | 309.09        | 312.18         |               |

|                |                            |        |        |           |           |           |           |
|----------------|----------------------------|--------|--------|-----------|-----------|-----------|-----------|
| Total          | SALARIES                   | 60,905 | 51,314 | 52,596    | 53,911    | 55,259    | 56,641    |
|                | EXPENSES                   | 1,950  | 2,100  | 2,121     | 2,142     | 2,164     | 2,185     |
|                |                            | 62,855 | 53,414 | 54,717    | 56,054    | 57,423    | 58,826    |
|                |                            |        |        |           |           |           |           |
| Elections      | Wages                      | 3,000  | 3,000  | 3,060.00  | 3,121.20  | 3,183.62  | 3,247.30  |
|                | Repairs and Maintenance    | 500    | 500    | 505.00    | 510.05    | 515.15    | 520.30    |
|                | Professional and Tech      | 3,000  | 3,250  | 3,331.25  | 3,414.53  | 3,499.89  | 3,587.39  |
|                | Communication              | 3,000  | 3,000  | 3,030.00  | 3,060.30  | 3,090.90  | 3,121.81  |
|                | Other Supplies             | 1,500  | 1,500  | 1,515.00  | 1,530.15  | 1,545.45  | 1,560.91  |
|                | SALARIES                   | 3,000  | 3,000  | 3,060     | 3,121     | 3,184     | 3,247     |
|                | EXPENSES                   | 8,000  | 8,250  | 8,381     | 8,515     | 8,651     | 8,790     |
|                | Total                      | 11,000 | 11,250 | 11,441    | 11,636    | 11,835    | 12,038    |
|                |                            |        |        |           |           |           |           |
| Registrar      | \$ 250                     |        |        |           |           |           |           |
| Salary         | \$ 250                     | \$ 850 | \$ 867 | \$ 884    | \$ 902    | \$ 920    |           |
|                |                            |        |        |           |           |           |           |
| Conservation   | Clerical Wages             | 15,350 | 14,560 | 14,924.00 | 15,297.10 | 15,679.53 | 16,071.52 |
|                | Professional and Technical | 280    | 280    | 282.80    | 285.63    | 288.48    | 291.37    |
|                | Communication              | 175    | 175    | 176.75    | 178.52    | 180.30    | 182.11    |
|                | Office Supplies            | 225    | 225    | 227.25    | 229.52    | 231.82    | 234.14    |
|                | Other Supplies             | 300    | 300    | 303.00    | 306.03    | 309.09    | 312.18    |
|                | In-State Travel            | 70     | 70     | 70.70     | 71.41     | 72.12     | 72.84     |
|                | Dues and Memberships       | 800    | 800    | 808.00    | 816.08    | 824.24    | 832.48    |
|                | Other Expenses             | 150    | 150    | 151.50    | 153.02    | 154.55    | 156.09    |
|                | SALARIES                   | 15,350 | 14,560 | 14,924    | 15,297    | 15,680    | 16,072    |
|                | EXPENSES                   | 2,000  | 2,000  | 2,020     | 2,040     | 2,061     | 2,081     |
| Total          | 17,350                     | 16,560 | 16,944 | 17,337    | 17,740    | 18,153    |           |
|                |                            |        |        |           |           |           |           |
| Planning Board | Clerical Wage              | 15,350 | 14,560 | 14,924.00 | 15,297.10 | 15,679.53 | 16,071.52 |
|                | Professional and Tech      | 950    | 950    | 959.50    | 969.10    | 978.79    | 988.57    |
|                | Communication              | 225    | 225    | 227.25    | 229.52    | 231.82    | 234.14    |
|                | Office Supplies            | 225    | 225    | 227.25    | 229.52    | 231.82    | 234.14    |
|                | SALARIES                   | 15,350 | 14,560 | 14,924    | 15,297    | 15,680    | 16,072    |
|                | EXPENSES                   | 1,400  | 1,400  | 1,414     | 1,428     | 1,442     | 1,457     |
|                | Total                      | 16,750 | 15,960 | 16,338    | 16,725    | 17,122    | 17,528    |
|                |                            |        |        |           |           |           |           |
| Zoning Board   | Wages                      |        |        |           |           |           |           |
|                | Professional & Technical   | 816    | 1,000  | 1,010.00  | 1,020.10  | 1,030.30  | 1,040.60  |
|                | Office Supplies            | 500    | 500    | 505.00    | 510.05    | 515.15    | 520.30    |
|                | SALARIES                   | -      | -      | -         | -         | -         | -         |
|                | EXPENSES                   | 1,316  | 1,500  | 1,515     | 1,530     | 1,545     | 1,561     |
|                | Total                      | 1,316  | 1,500  | 1,515     | 1,530     | 1,545     | 1,561     |
|                |                            |        |        |           |           |           |           |
| Town Hall      | Clerical Wages             |        |        |           |           |           |           |
|                | Part Time Wages            |        |        |           |           |           |           |
|                | Janitor/Recycler Wages     | 5,877  | 5,267  | 5,398.22  | 5,533.18  | 5,671.51  | 5,813.30  |

|  |                           |               |               |               |               |               |               |
|--|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | Hall Energy               | 12,000        | 14,000        | 14,280.00     | 14,565.60     | 14,856.91     | 15,154.05     |
|  | Non- Energy Utilities     | 5,120         | 8,000         | 8,160.00      | 8,323.20      | 8,489.66      | 8,659.46      |
|  | Repairs and Maint.        | 9,420         | 9,420         | 9,514.20      | 9,609.34      | 9,705.44      | 9,802.49      |
|  | Property Related Services | 8,000         | 8,000         | 8,080.00      | 8,160.80      | 8,242.41      | 8,324.83      |
|  | Professional and Tech     | 1,000         | 1,000         | 1,010.00      | 1,020.10      | 1,030.30      | 1,040.60      |
|  | Communication             | 5,000         | 5,000         | 5,050.00      | 5,100.50      | 5,151.51      | 5,203.02      |
|  | Office Supplies           | 2,500         | 2,000         | 2,020.00      | 2,040.20      | 2,060.60      | 2,081.21      |
|  | Bldg Repair & Maintenance |               |               |               |               |               |               |
|  | Supplies                  |               |               |               |               |               |               |
|  | Custodial Housekeeping    |               |               |               |               |               |               |
|  | Supplies                  | 530           | 530           | 535.30        | 540.65        | 546.06        | 551.52        |
|  | SALARIES                  | 5,877         | 5,267         | 5,398         | 5,533         | 5,672         | 5,813         |
|  | EXPENSES                  | 43,570        | 47,950        | 48,650        | 49,360        | 50,083        | 50,817        |
|  | <b>Total</b>              | <b>49,447</b> | <b>53,217</b> | <b>54,048</b> | <b>54,894</b> | <b>55,754</b> | <b>56,630</b> |

|                     |                |              |              |              |              |              |              |
|---------------------|----------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Town Reports</b> |                |              |              |              |              |              |              |
|                     | Communication  | 325          | 325          | 328.25       | 331.53       | 334.85       | 338.20       |
|                     | Other Services | 2,700        | 2,700        | 2,727.00     | 2,754.27     | 2,781.81     | 2,809.63     |
|                     | <b>Total</b>   | <b>3,025</b> | <b>3,025</b> | <b>3,055</b> | <b>3,086</b> | <b>3,117</b> | <b>3,148</b> |

|                      |                      |        |           |           |           |           |           |
|----------------------|----------------------|--------|-----------|-----------|-----------|-----------|-----------|
| <b>Town Engineer</b> |                      |        |           |           |           |           |           |
|                      | Engineering Services | 10,000 | 10,000    | 10,200    | 10,404    | 10,612    | 10,824    |
|                      | <b>Total</b>         |        | \$ 10,000 | \$ 10,200 | \$ 10,404 | \$ 10,612 | \$ 10,824 |

|                                 |                   |                   |                   |                   |                   |                   |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>TOTAL GENERAL GOVERNMENT</b> | <b>652,087.86</b> | <b>660,101.80</b> | <b>685,689.67</b> | <b>703,210.20</b> | <b>717,487.70</b> | <b>732,434.48</b> |
| SALARIES                        | 380,010.86        | 395,978.80        | 422,030.19        | 434,914.31        | 444,453.13        | 454,556.58        |
| EXPENSES                        | 272,077.00        | 264,123.00        | 263,659.48        | 268,295.89        | 273,034.57        | 277,877.90        |
|                                 | 652,087.86        | 660,101.80        | 685,689.67        | 703,210.20        | 717,487.70        | 732,434.48        |

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PUBLIC SAFETY

|                          |                                |         |         |            |            |            |            |
|--------------------------|--------------------------------|---------|---------|------------|------------|------------|------------|
| <b>Police Department</b> |                                |         |         |            |            |            |            |
|                          | Chief Salary                   | 131,335 | 133,931 | 136,595.13 | 139,305.35 | 144,817.67 | 147,688.67 |
|                          | Wages                          | 918,604 | 890,220 | 912,475.50 | 935,287.39 | 958,669.57 | 982,636.31 |
|                          | Energy                         | 9,000   | 10,800  | 11,016.00  | 11,236.32  | 11,461.05  | 11,690.27  |
|                          | Maint and Repair Service       | 3,000   | 3,000   | 3,030.00   | 3,060.30   | 3,090.90   | 3,121.81   |
|                          | Cruiser Repairs and Maint.     | 10,000  | 10,000  | 10,100.00  | 10,201.00  | 10,303.01  | 10,406.04  |
|                          | Radio Repair & Maintain        |         |         |            |            |            |            |
|                          | Service                        | 8,250   | 9,450   | 9,544.50   | 9,639.95   | 9,736.34   | 9,833.71   |
|                          | Property Related Services      | 5,000   | 7,000   | 7,070.00   | 7,140.70   | 7,212.11   | 7,284.23   |
|                          | Professional & Tech (Training) | 11,000  | 13,000  | 13,130.00  | 13,261.30  | 13,393.91  | 13,527.85  |
|                          | Tuition Reimbursement          | 2,700   | 2,700   | 2,727.00   | 2,754.27   | 2,781.81   | 2,809.63   |
|                          | Police Radio                   |         |         |            |            |            |            |
|                          | Communication/School           |         |         |            |            |            |            |
|                          | Resource Officer               | 98,000  | 106,700 | 110,000.00 | 113,300.00 | 117,000.00 | 120,500.00 |
|                          | Communication (Phone)          | 4,000   | 4,000   | 4,040.00   | 4,080.40   | 4,121.20   | 4,162.42   |
|                          | Lockup                         | 3,000   | 2,500   | 2,525.00   | 2,550.25   | 2,575.75   | 2,601.51   |
|                          | Office Supplies                | 3,500   | 3,500   | 3,535.00   | 3,570.35   | 3,606.05   | 3,642.11   |
|                          | Cruiser Supplies               | 29,000  | 29,000  | 29,290.00  | 29,582.90  | 29,878.73  | 30,177.52  |
|                          | Other Supplies                 | 24,000  | 24,000  | 24,240.00  | 24,482.40  | 24,727.22  | 24,974.50  |

|                        |   |                  |                  |                  |                  |                  |                  |
|------------------------|---|------------------|------------------|------------------|------------------|------------------|------------------|
|                        | Dues and Memberships                          | 13,500           | 13,500           | 13,635.00        | 13,771.35        | 13,909.06        | 14,048.15        |
|                        | Cruiser Cap Lease                             | 48,000           | -                | 65,000.00        | 68,000.00        | 68,000.00        | 70,000.00        |
|                        | SALARIES                                      | 1,049,939        | 1,024,151        | 1,049,071        | 1,074,593        | 1,103,487        | 1,130,325        |
|                        | EXPENSES                                      | 271,950          | 239,150          | 308,883          | 316,631          | 321,797          | 328,780          |
|                        | <b>Total</b>                                  | <b>1,321,889</b> | <b>1,263,301</b> | <b>1,357,953</b> | <b>1,391,224</b> | <b>1,425,284</b> | <b>1,459,105</b> |
|                        |   |                  |                  |                  |                  |                  |                  |
| <b>Fire Department</b> |   |                  |                  |                  |                  |                  |                  |
|                        | Chief Salary                                  | 96,512           | 61,202           | 62,731.97        | 64,300.27        | 65,907.77        | 67,555.47        |
|                        | Wages Full Time (2) - New Line Item           | 104,000          | 59,256           | 60,737.40        | 62,255.84        | 63,812.23        | 65,407.54        |
|                        | Overtime                                      | 7,000            | 7,140            | 7,318.50         | 7,501.46         | 7,689.00         | 7,881.22         |
|                        | Weekend 8-4 Scheduled Coverage (in station)   | 34,944           |                  |                  |                  |                  |                  |
|                        | Call Wages for Vacation/Holiday/Sick Coverage | 3,750            |                  |                  |                  |                  |                  |
|                        | Call-In Wages                                 | 40,000           | 80,268           | 82,274.58        | 84,331.44        | 86,439.73        | 88,600.72        |
|                        | Wages, training                               | 12,600           | 12,852           | 13,173.30        | 13,502.63        | 13,840.20        | 14,186.20        |
|                        | Station Coverage                              |                  |                  |                  |                  |                  |                  |
|                        | Energy  | 3,000            | 5,000            | 5,100.00         | 5,202.00         | 5,306.04         | 5,412.16         |
|                        | Water   | 1,000            | 2,000            | 2,040.00         | 2,080.80         | 2,122.42         | 2,164.86         |
|                        | Repairs and Maint Expense                     | 15,000           | 15,000           | 15,150.00        | 15,301.50        | 15,454.52        | 15,609.06        |
|                        | Professional & Tech Services                  | 2,000            | 2,000            | 2,020.00         | 2,040.20         | 2,060.60         | 2,081.21         |
|                        | Computer Repairs & Software Licenses          | 4,400            | 4,400            | 4,444.00         | 4,488.44         | 4,533.32         | 4,578.66         |
|                        | Communications                                | 9,000            | 12,000           | 12,120.00        | 12,241.20        | 12,363.61        | 12,487.25        |
|                        | Office Supplies                               | 1,000            | 1,500            | 1,515.00         | 1,530.15         | 1,545.45         | 1,560.91         |
|                        | Building Repairs and Maint                    | 5,500            | 6,000            | 6,060.00         | 6,120.60         | 6,181.81         | 6,243.62         |
|                        | Vehicular Supplies                            | 5,000            | 10,000           | 10,100.00        | 10,201.00        | 10,303.01        | 10,406.04        |
|                        | Firefighting Supplies                         | 6,000            | 6,000            | 6,150.000        | 6,303.750        | 6,461.344        | 6,622.877        |
|                        | Custodial                                     | 500              | 750              | 757.50           | 765.08           | 772.73           | 780.45           |
|                        | Training                                      |                  | 500              | 505.00           | 510.05           | 515.15           | 520.30           |
|                        | EMS Equipment & Supplies                      | 1,000            | 5,000            | 5,050.00         | 5,100.50         | 5,151.51         | 5,203.02         |
|                        | Uniforms                                      | 500              | 500              | 505.00           | 510.05           | 515.15           | 520.30           |
|                        | Dues and Memberships                          | 2,300            | 2,300            | 2,323.00         | 2,346.23         | 2,369.69         | 2,393.39         |
|                        | Personal Protective Equipment & Supp.         | 1,500            | 1,500            | 10,000           | 10,250.00        | 10,506.25        | 10,768.91        |
|                        | Rehab supplies                                |                  |                  | -                | -                | -                | -                |
|                        | Fire Department Equipment Replacement         | 10,000           | 12,000           | 12,120.00        | 12,241.20        | 12,363.61        | 12,487.25        |
|                        | Medical for new Hires                         | 1,500            | 1,500            | 1,515.00         | 1,530.15         | 1,545.45         | 1,560.91         |
|                        | SALARIES                                      | 298,806          | 220,718          | 226,236          | 231,892          | 237,689          | 243,631          |
|                        | EXPENSES                                      | 69,200           | 87,950           | 97,475           | 98,763           | 100,072          | 101,401          |
|                        | <b>Total</b>                                  | <b>368,006</b>   | <b>308,668</b>   | <b>323,710</b>   | <b>330,655</b>   | <b>337,761</b>   | <b>345,032</b>   |
|                        |   |                  |                  |                  |                  |                  |                  |
|                        |   | \$ 368,006       | \$ 308,668       | \$ 323,710       | \$ 330,655       | \$ 337,761       | \$ 345,032       |
|                        |   |                  |                  |                  |                  |                  |                  |
| <b>Inspectors</b>      |   |                  |                  |                  |                  |                  |                  |
|                        | Building Inspector Salary                     | 26,316           | 26,843           | 27,514.08        | 28,201.93        | 28,906.98        | 29,629.65        |
|                        | Building Inspector Part-time Wages            | 5,000            | 5,000            | 5,125.00         | 5,253.13         | 5,384.45         | 5,519.06         |
|                        | Gas Inspector Salary                          | 4,000            | 4,000            | 4,080.00         | 4,161.60         | 4,244.83         | 4,329.73         |
|                        | Plumbing Inspector Salary                     | 4,000            | 4,000            | 4,080.00         | 4,161.60         | 4,244.83         | 4,329.73         |
|                        | Electrical Inspector Salary                   | 12,000           | 12,000           | 12,240.00        | 12,484.80        | 12,734.50        | 12,989.19        |
|                        | Dog Officer Salary                            | 11,000           | 11,000           | 11,220.00        | 11,444.40        | 11,673.29        | 11,906.75        |
|                        | Building Inspector Expense                    | 1,500            | 1,500            | 1,515.00         | 1,530.15         | 1,545.45         | 1,560.91         |

|                     |                 |        |          |          |          |          |
|---------------------|-----------------|--------|----------|----------|----------|----------|
| Dog Officer Expense | 2,000           | 2,000  | 2,020.00 | 2,040.20 | 2,060.60 | 2,081.21 |
|                     | SALARIES 62,316 | 62,843 | 64,259   | 65,707   | 67,189   | 68,704   |
|                     | EXPENSES 3,500  | 3,500  | 3,535    | 3,570    | 3,606    | 3,642    |
|                     | Total 65,816    | 66,343 | 67,794   | 69,278   | 70,795   | 72,346   |

|                      |       |       |          |          |          |          |
|----------------------|-------|-------|----------|----------|----------|----------|
| Emergency Management |       |       |          |          |          |          |
| Communications       | 1,500 | 1,500 | 1,515.00 | 1,530.15 | 1,545.45 | 1,560.91 |
| Other Supplies       | 250   | 250   | 252.50   | 255.03   | 257.58   | 260.15   |
| New Equipment        | 1,000 | 1,000 | 1,010.00 | 1,020.10 | 1,030.30 | 1,040.60 |
| In-State Travel      | 150   | 150   | 151.50   | 153.02   | 154.55   | 156.09   |
| Total                | 2,900 | 2,900 | 2,929    | 2,958    | 2,988    | 3,018    |

|                        |           |           |           |           |           |           |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Tree Warden            |           |           |           |           |           |           |
| Other Property Service | 22,000    | 22,000    | 22,220.00 | 22,442.20 | 22,666.62 | 22,893.29 |
| Police Details         | 2,200     | 2,200     | 2,222.00  | 2,244.22  | 2,266.66  | 2,289.33  |
| Public Works Supplies  | 85        | 85        | 85.85     | 86.71     | 87.58     | 88.45     |
| Dues and Memberships   | 150       | 150       | 151.50    | 153.02    | 154.55    | 156.09    |
| Total                  | \$ 24,435 | \$ 24,435 | \$ 24,679 | \$ 24,926 | \$ 25,175 | \$ 25,427 |

|                     |              |              |              |              |              |              |
|---------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                     | \$ 1,783,046 | \$ 1,665,647 | \$ 1,777,066 | \$ 1,819,041 | \$ 1,862,003 | \$ 1,904,928 |
| TOTAL PUBLIC SAFETY | 1,783,046    | 1,665,647    | 1,777,066    | 1,819,041    | 1,862,003    | 1,904,928    |
| SALARIES            | 1,411,061    | 1,307,712    | 1,339,565    | 1,372,192    | 1,408,365    | 1,442,660    |
| EXPENSES            | 371,985      | 357,935      | 437,500      | 446,849      | 453,638      | 462,268      |
|                     | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         |

SCHOOLS

|                                   |           |             |             |             |             |              |
|-----------------------------------|-----------|-------------|-------------|-------------|-------------|--------------|
| GDRSD (GDRSD Operating + Capital) | 7,590,208 | 8,061,150   | 9,183,070   | 9,714,949   | 10,278,740  | 10,876,359   |
| Operating                         | 7,201,663 | \$7,742,721 | \$8,864,641 | \$9,396,520 | \$9,960,311 | \$10,557,930 |
| Capital                           | 253,176   | 188,281     | 188,281     | 188,281     | 188,281     | 188,281      |
| Debt                              | 135,369   | 130,148     | 130,148     | 130,148     | 130,148     | 130,148      |

|           |         |         |         |         |         |         |
|-----------|---------|---------|---------|---------|---------|---------|
| GLRVTS    |         |         |         |         |         |         |
| Operating | 257,099 | 199,740 | 204,734 | 209,852 | 215,098 | 220,476 |
|           | 31,514  | 31,883  | 31,883  | 31,883  | 31,883  | 31,883  |

|                    |  |  |  |  |  |  |
|--------------------|--|--|--|--|--|--|
| Essex Agricultural |  |  |  |  |  |  |
| Tuition            |  |  |  |  |  |  |
| Transportation     |  |  |  |  |  |  |

|               |              |              |              |              |               |               |
|---------------|--------------|--------------|--------------|--------------|---------------|---------------|
| TOTAL SCHOOLS | 7,878,821    | 8,292,773    | 9,419,687    | 9,956,684    | 10,525,721    | 11,128,717    |
|               | \$ 7,878,821 | \$ 8,292,773 | \$ 9,419,687 | \$ 9,956,684 | \$ 10,525,721 | \$ 11,128,717 |

PUBLIC WORKS

|  |                |                |                |                |                |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
|  |                |                |                |                |                |                |
| <b>Highway Department</b>                        |                |                |                |                |                |                |
| Salary   | 292,214        | 287,761        | 294,955.03     | 302,328.90     | 309,887.12     | 317,634.30     |
| Part-Time Wages                                  | 6,500          | 6,500          | 6,662.50       | 6,829.06       | 6,999.79       | 7,174.78       |
| Clerical Wages                                   | 19,911         | 20,434         | 20,944.77      | 21,468.39      | 22,005.10      | 22,555.22      |
| Overtime   | 8,000          | 8,000          | 8,200.00       | 8,405.00       | 8,615.13       | 8,830.50       |
| Clothing   | 3,800          | 3,600          | 3,636.00       | 3,672.36       | 3,709.08       | 3,746.17       |
| Energy   | 7,174          | 7,174          | 7,317.48       | 7,463.83       | 7,613.11       | 7,765.37       |
| Repairs and Maint Service                        | 44,947         | 44,947         | 45,396.47      | 45,850.43      | 46,308.94      | 46,772.03      |
| Paving Service                                   | 67,000         | 67,000         | 67,670.00      | 68,346.70      | 69,030.17      | 69,720.47      |
| Brush, Signs, Line Paint                         | 35,000         | 35,000         | 35,350.00      | 35,703.50      | 36,060.54      | 36,421.14      |
| Repairs and Maintain Building                    | 10,000         | 10,000         | 10,100.00      | 10,201.00      | 10,303.01      | 10,406.04      |
| Leases and Rentals                               | 10,000         | 10,000         | 10,100.00      | 10,201.00      | 10,303.01      | 10,406.04      |
| Mach. Professional and Tech                      | 3,200          | 3,200          | 3,232.00       | 3,264.32       | 3,296.96       | 3,329.93       |
| Communication                                    | 6,000          | 6,000          | 6,060.00       | 6,060.00       | 6,120.60       | 6,120.60       |
| Supplies   | 902            | 902            | 911.02         | 920.13         | 929.33         | 938.62         |
| Machinery Vehicular Supplies                     | 37,500         | 37,500         | 37,875.00      | 38,253.75      | 38,636.29      | 39,022.65      |
| Machinery Public Works                           |                |                |                |                |                |                |
| Supplies   | 8,973          | 8,973          | 9,062.73       | 9,153.36       | 9,244.89       | 9,337.34       |
| Basin Cleaning and Sweeping<br>- MS4             | 5,000          | 10,000         | 10,100.00      | 10,201.00      | 10,303.01      | 10,406.04      |
| Dues and Memberships                             | 1,000          | 1,000          | 1,010.00       | 1,020.10       | 1,030.30       | 1,040.60       |
| SALARIES   | 326,625        | 322,695        | 330,762        | 339,031        | 347,507        | 356,195        |
| EXPENSES   | 240,496        | 245,296        | 247,821        | 250,311        | 252,889        | 255,433        |
| <b>Total</b>                                     | <b>567,121</b> | <b>567,991</b> | <b>578,583</b> | <b>589,343</b> | <b>600,396</b> | <b>611,628</b> |
|  |                |                |                |                |                |                |
| <b>Snow Removal</b>                              |                |                |                |                |                |                |
| Wages  | 56,175         | 56,175         | 56,175         | 56,175         | 56,175         | 56,175         |
| Repair and Maintenance<br>Services               | 5,583          | 5,583          | 5,583          | 5,583          | 5,583          | 5,583          |
| Plowing Outside Plow<br>Companies                | 25,583         | 25,583         | 25,583         | 25,583         | 25,583         | 25,583         |
| Professional and Technical<br>Vehicular Supplies | 6,090          | 6,090          | 6,090          | 6,090          | 6,090          | 6,090          |
| Supplies Sand & Salt                             | 192,454        | 192,454        | 192,454        | 192,454        | 192,454        | 192,454        |
| SALARIES   | 56,175         | 56,175         | 56,175         | 56,175         | 56,175         | 56,175         |
| EXPENSES   | 229,710        | 229,710        | 229,710        | 229,710        | 229,710        | 229,710        |
| <b>Total</b>                                     | <b>285,885</b> | <b>285,885</b> | <b>285,885</b> | <b>285,885</b> | <b>285,885</b> | <b>285,885</b> |
|  |                |                |                |                |                |                |
| <b>Street Lights</b>                             |                |                |                |                |                |                |
| Energy   | 10,000         | 10,000         | 10,200.00      | 10,404.00      | 10,612.08      | 10,824.32      |
|  |                |                |                |                |                |                |
| <b>Transfer Station</b>                          |                |                |                |                |                |                |
| Wages  |                |                |                |                |                |                |
| Landfill Expense                                 | 12,000         | 15,000         | 15,150.00      | 15,301.50      | 15,454.52      | 15,609.06      |
| Curbside trash pickup                            |                |                |                |                |                |                |
| Professional and Technical                       | 5,500          | 5,500          | 5,555.00       | 5,610.55       | 5,666.66       | 5,723.32       |
| Other Services                                   |                |                |                |                |                |                |
| Other Supply                                     | 2,000          | 2,000          | 2,020.00       | 2,040.20       | 2,060.60       | 2,081.21       |
| Rentals and Leases                               |                |                |                |                |                |                |
| SALARIES   | -              | -              | -              | -              | -              | -              |
| EXPENSES   | 19,500         | 22,500         | 22,725         | 22,952         | 23,182         | 23,414         |
| <b>Total</b>                                     | <b>19,500</b>  | <b>22,500</b>  | <b>22,725</b>  | <b>22,952</b>  | <b>23,182</b>  | <b>23,414</b>  |





|                         |               |               |               |               |               |               |
|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Veterans Affairs</b> |               |               |               |               |               |               |
| Veterans Agent Salary   | 5,922         | 6,041         | 6,192.03      | 6,346.83      | 6,505.50      | 6,668.13      |
| Expenses                | 4,472         | 4,472         | 4,516.72      | 4,561.89      | 4,607.51      | 4,653.58      |
| Veterans Benefits       | 15,000        | 15,000        | 15,150.00     | 15,301.50     | 15,454.52     | 15,609.06     |
| SALARIES                | 5,922         | 6,041         | 6,192         | 6,347         | 6,505         | 6,668         |
| EXPENSES                | 19,472        | 19,472        | 19,667        | 19,863        | 20,062        | 20,263        |
| <b>Total</b>            | <b>25,394</b> | <b>25,513</b> | <b>25,859</b> | <b>26,210</b> | <b>26,568</b> | <b>26,931</b> |

|                             |               |               |               |               |               |               |    |        |    |        |    |        |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----|--------|----|--------|----|--------|
|                             | \$            | 80,058        | \$            | 78,382        | \$            | 80,528        | \$ | 82,772 | \$ | 85,120 | \$ | 87,577 |
| <b>TOTAL HUMAN SERVICES</b> | <b>80,058</b> | <b>78,382</b> | <b>80,528</b> | <b>82,772</b> | <b>85,120</b> | <b>87,577</b> |    |        |    |        |    |        |
| SALARIES                    | 28,837        | 29,585        | 30,325        | 31,083        | 31,860        | 32,657        |    |        |    |        |    |        |
| EXPENSES                    | 51,221        | 48,797        | 50,203        | 51,689        | 53,260        | 54,921        |    |        |    |        |    |        |

LIBRARY, PARKS & RECREATION

|                                   |                |                |                |                |                |                |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Library Operations</b>         |                |                |                |                |                |                |
| Salaries and Wages                | 120,214        | 122,908        | 125,980.41     | 129,129.92     | 132,358.17     | 135,667.13     |
| Energy                            | 15,000         | 16,000         | 16,320.00      | 16,646.40      | 16,979.33      | 17,318.91      |
| Non-Energy Utilities              | 1,713          | 1,713          | 1,747.26       | 1,782.21       | 1,817.85       | 1,854.21       |
| Repairs and Maint                 | 4,000          | 4,000          | 4,040.00       | 4,080.40       | 4,121.20       | 4,162.42       |
| Other Pro Related Serv            | 2,200          | 2,200          | 2,222.00       | 2,244.22       | 2,266.66       | 2,289.33       |
| Professional & Technical Services |                |                |                |                |                |                |
| Communication                     | 250            | 300            | 303.00         | 306.03         | 309.09         | 312.18         |
| Office Supplies                   | 1,200          | 1,300          | 1,313.00       | 1,326.13       | 1,339.39       | 1,352.79       |
| Other Supplies                    | 39,423         | 40,400         | 40,804.00      | 41,212.04      | 41,624.16      | 42,040.40      |
| SALARIES                          | 120,214        | 122,908        | 125,980        | 129,130        | 132,358        | 135,667        |
| EXPENSES                          | 63,786         | 65,913         | 66,749         | 67,597         | 68,458         | 69,330         |
| <b>Total</b>                      | <b>184,000</b> | <b>188,821</b> | <b>192,730</b> | <b>196,727</b> | <b>200,816</b> | <b>204,997</b> |

|                           |               |               |           |           |           |           |
|---------------------------|---------------|---------------|-----------|-----------|-----------|-----------|
| <b>Library Consortium</b> |               |               |           |           |           |           |
| M.V.L. Consortium Dues    | <b>13,500</b> | <b>13,500</b> | 13,635.00 | 13,771.35 | 13,909.06 | 14,048.15 |

|                                   |        |        |           |           |           |           |
|-----------------------------------|--------|--------|-----------|-----------|-----------|-----------|
| <b>Technical Expenses</b>         |        |        |           |           |           |           |
| Email Services                    | 2,450  | 2,450  | 2,474.50  | 2,499.25  | 2,524.24  | 2,549.48  |
| Web Domain Fee                    | 400    | 400    | 404.00    | 408.04    | 412.12    | 416.24    |
| Firewall                          | 400    | 400    | 404.00    | 408.04    | 412.12    | 416.24    |
| Web Hosting                       | 2,620  | 2,620  | 2,646.20  | 2,672.66  | 2,699.39  | 2,726.38  |
| Technician Services               | 12,990 | 12,990 | 13,119.90 | 13,251.10 | 13,383.61 | 13,517.45 |
| Inspections Tablets               | 490    | 490    | 494.90    | 499.85    | 504.85    | 509.90    |
| Desktop Replacements (3)          | 2,700  | 2,700  | 2,727.00  | 2,754.27  | 2,781.81  | 2,809.63  |
| Cybersecurity                     |        |        |           |           |           |           |
| Zoom                              |        |        |           |           |           |           |
| Misc/Unanticipated                | 2,200  | 2,200  | 2,222.00  | 2,244.22  | 2,266.66  | 2,289.33  |
| Online Maps/App Geo               | 3,000  | 3,000  | 3,030.00  | 3,060.30  | 3,090.90  | 3,121.81  |
| Professional & Technical Services |        |        |           |           |           |           |

|                                 |                |            |            |            |            |            |            |
|---------------------------------|----------------|------------|------------|------------|------------|------------|------------|
|                                 | Other Supplies | 3,000      | 3,000      | 3,030.00   | 3,060.30   | 3,090.90   | 3,121.81   |
|                                 | Total          | 30,250     | 30,250     | 30,553     | 30,858     | 31,167     | 31,478     |
|                                 |                |            |            |            |            |            |            |
| Recreation Department           |                |            |            |            |            |            |            |
| Rec. Other Purchased Service    |                | 11,400     | 11,400     | 11,514.00  | 11,629.14  | 11,745.43  | 11,862.89  |
|                                 |                |            |            |            |            |            |            |
| Parks Department                |                |            |            |            |            |            |            |
| Energy Expense                  |                | 3,000      | 2,500      | 2,525.00   | 2,550.25   | 2,575.75   | 2,601.51   |
| Other Property Related Services |                | 45,000     | 51,000     | 51,510.00  | 52,025.10  | 52,545.35  | 53,070.80  |
| Other Purchased Services        |                | 9,000      | 9,000      | 9,090.00   | 9,180.90   | 9,272.71   | 9,365.44   |
| Total                           |                | 57,000     | 62,500     | 63,125     | 63,756     | 64,394     | 65,038     |
|                                 |                |            |            |            |            |            |            |
| Memorial Day Committee          |                |            |            |            |            |            |            |
| Expenses                        |                | 700        | 700        | 707.00     | 714.07     | 721.21     | 728.42     |
|                                 |                |            |            |            |            |            |            |
|                                 |                | 296,850.00 | 307,170.72 | 312,263.17 | 317,456.18 | 322,751.98 | 328,152.84 |
| TOTAL LIBRARY & RECREATION      |                | 296,850.00 | 307,170.72 | 312,263.17 | 317,456.18 | 322,751.98 | 328,152.84 |
| SALARIES                        |                | 120,214.00 | 122,907.72 | 125,980.41 | 129,129.92 | 132,358.17 | 135,667.13 |
| EXPENSES                        |                | 176,636.00 | 184,263.00 | 186,282.76 | 188,326.26 | 190,393.81 | 192,485.72 |
|                                 |                |            |            |            |            |            |            |
| DEBT & INTEREST                 |                |            |            |            |            |            |            |
|                                 |                |            |            |            |            |            |            |
| Long Term Principal             |                |            |            |            |            |            |            |
| Long Term Principal             |                | \$ 235,407 | \$ 139,744 | 140,508.00 | 71,790.50  | 72,591.00  | 73,411.00  |
|                                 |                |            |            |            |            |            |            |
| Long Term Interest              |                |            |            |            |            |            |            |
| Long Term Interest              |                | 30,856     | 44,175     | 43,420.26  | 36,509.53  | 35,718.10  | 34,907.88  |
|                                 |                |            |            |            |            |            |            |
| Temporary Loan Interest         |                |            |            |            |            |            |            |
| Temporary Loan Interest         |                | 3,300      | 3,774      | 3,774.00   | 3,774.00   | 3,774.00   | 3,774.00   |
|                                 |                |            |            |            |            |            |            |
|                                 |                |            |            |            |            |            |            |
| TOTAL DEBT & INTEREST           |                | 269,563    | 187,693    | 187,702    | 112,074    | 112,083    | 112,093    |
|                                 |                |            |            |            |            |            |            |
| INSURANCE & ASSESSMENTS         |                |            |            |            |            |            |            |
|                                 |                |            |            |            |            |            |            |
| County Retirement               |                |            |            |            |            |            |            |
| County Retirement System        |                | 389,434    | 365,094    | 376,047    | 383,568    | 391,239    | 399,064    |
|                                 |                |            |            |            |            |            |            |
| Group Health Insurance - 914    |                |            |            |            |            |            |            |
| Group Health Insurance          |                | 379,000    | 386,428    | 401,885    | 409,923    | 418,121    | 426,484    |
|                                 |                |            |            |            |            |            |            |

|  |                   |                   |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  |                   |                   |                   |                   |                   |                   |
| <b>Unemployment Account</b>                              |                   |                   |                   |                   |                   |                   |
| Unemployment   |                   | 20,000            |                   |                   |                   |                   |
|  |                   |                   |                   |                   |                   |                   |
| <b>FICA Town Share</b>                                   |                   |                   |                   |                   |                   |                   |
| Medicare Town Share                                      | 36,000            | 36,720            | 37,087            | 37,458            | 37,833            | 38,211            |
|  |                   |                   |                   |                   |                   |                   |
| <b>Bldg./Vehicle Liab. Ins/Workers Compensation, Etc</b> |                   |                   |                   |                   |                   |                   |
| Bldg./Vehicle Liab. Ins.                                 | 137,000           | 147,644           | 157,979           | 169,038           | 180,870           | 193,531           |
|  |                   |                   |                   |                   |                   |                   |
| <b>TOTAL INSURANCE &amp; ASSESSMENTS</b>                 |                   |                   |                   |                   |                   |                   |
|  | 941,434           | 955,886           | 972,998           | 999,986           | 1,028,063         | 1,057,290         |
|  |                   |                   |                   |                   |                   |                   |
| <b>Total Budget</b>                                      | <b>12,805,266</b> | <b>13,059,629</b> | <b>14,359,438</b> | <b>14,926,441</b> | <b>15,600,473</b> | <b>16,310,657</b> |
|  | \$ 12,805,266     | \$ 13,059,629     | \$ 14,359,438     | \$ 14,926,441     | \$ 15,600,473     | \$ 16,310,657     |
|  |                   |                   |                   |                   |                   |                   |
| Municipal Salaries                                       | 2,335,373         | 2,250,054         | 2,320,213         | 2,378,285         | 2,436,872         | 2,494,468         |
| Municipal Operations                                     | 1,380,075         | 1,373,224         | 1,458,838         | 1,479,412         | 1,497,733         | 1,518,089         |
| Insurance & Assessments                                  | 941,434           | 955,886           | 972,998           | 999,986           | 1,028,063         | 1,057,290         |
| Municipal Operations - TOTAL                             | 4,656,882         | 4,579,163         | 4,752,049         | 4,857,683         | 4,962,668         | 5,069,847         |
| Municipal Debt & Interest                                | 269,563           | 187,693           | 187,702           | 112,074           | 112,083           | 112,093           |
| Town Operations & Debt - TOTAL                           | 4,926,445         | 4,766,856         | 4,939,751         | 4,969,757         | 5,074,752         | 5,181,939         |
|  |                   |                   |                   |                   |                   |                   |
| Schools - Operations                                     | 7,711,938         | 8,130,742         | 9,257,656         | 9,794,653         | 10,363,690        | 10,966,686        |
| Schools - Debt & Interest                                | 166,883           | 162,031           | 162,031           | 162,031           | 162,031           | 162,031           |
| Schools Operations & Debt - TOTAL                        | 7,878,821         | 8,292,773         | 9,419,687         | 9,956,684         | 10,525,721        | 11,128,717        |
|  |                   |                   |                   |                   |                   |                   |
| Total Budget for the Fiscal Year                         | 12,805,266        | 13,059,629        | 14,359,438        | 14,926,441        | 15,600,473        | 16,310,657        |
| Check  | \$ 12,616,292     |                   |                   |                   |                   |                   |